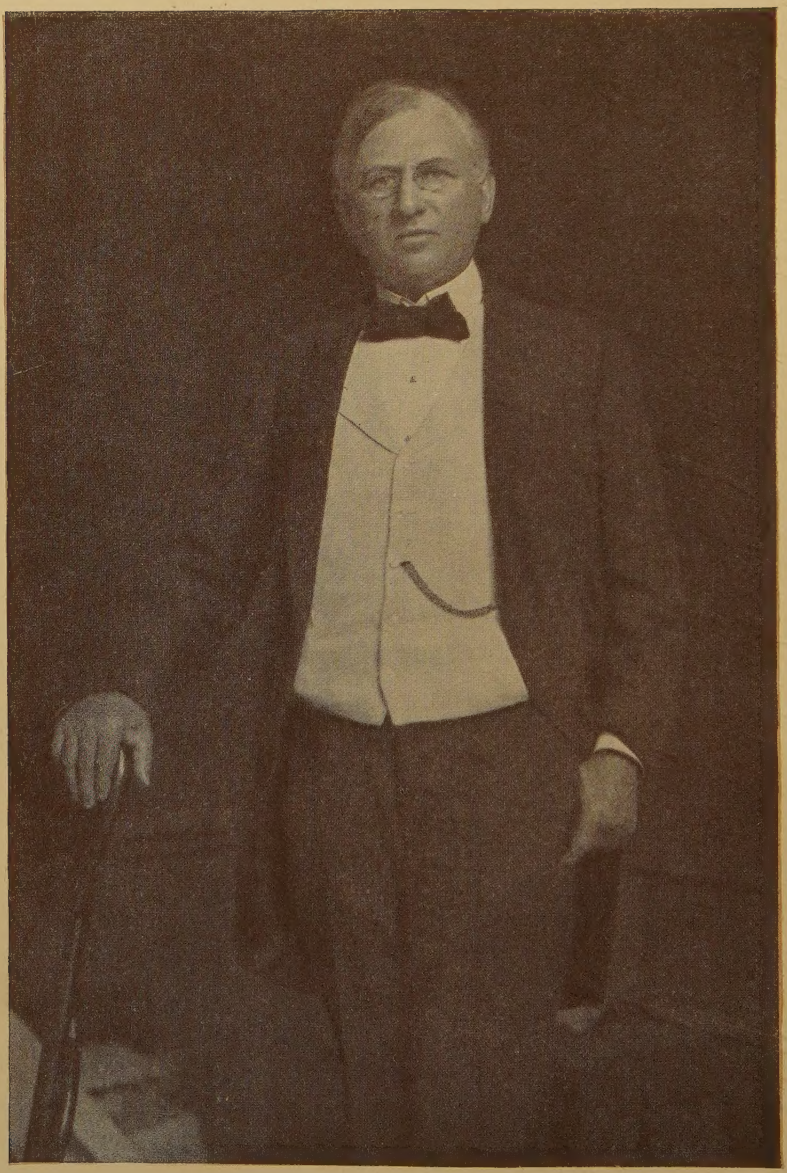
GOLDEN BOOK
OF THE
WANAMAKER STORES
VOLUME I-II

DEDICATION OF THE
NEW HOUSE OF BUSINESS
JUBILEE YEAR 1911

GOLDEN BOOK OF THE WANAMAKER STORES



John Wanamaker

GOLDEN BOOK

OF THE

WANAMAKER STORES

"Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality."

JUBILEE YEAR

1861-1911

COPYRIGHT, 1911
BY
JOHN WANAMAKER

CONTENTS

PAGE

FOREWORD . . . . . 1 to 4

BOOK I

HISTORY . . . . . 5 to 132

BOOK II

ECONOMICS . . . . . 133 to 182

BOOK III

MERCHANDISE . . . . . 183 to 212

Golden Age—Wanamaker Merchandise—American Merchandise—Foreign Merchandise—Romance

BOOK IV

PUBLICITY . . . . . 213 to 226

BOOK V

EDUCATION . . . . . 227 to 276

Wanamaker Schools—Exhibitions and Lectures—Art—Music—Fashion

BOOK VI

THE JOHN WANAMAKER STORE IN PHILADELPHIA . . 277 to 288

BOOK VII

THE JOHN WANAMAKER STORE IN NEW YORK . . . 289 to 298

CONCLUSION . . . . . 299 to 301

ILLUSTRATIONS.

		PAGE
John Wanamaker		*Frontispiece*
William Penn (Armor Portrait)	*facing page*	1
Landing of Penn at Blue Anchor Inn		4
Seal of Philadelphia		5
William Penn		7
Penn Treaty Elm	*facing page*	8
Centre Square Water Works		
First Boys' Central High School, Philadelphia		
Refreshment Saloon for Civil War Regiments, Philadelphia, with Portraits of Gov. John F. Hartranft and Gen'l John A. Logan		
William Penn's Cottage		9
St. Peter's Church, Philadelphia		10
James Logan		11
William Penn to the Indians	*facing page*	12
General Grant to Geo. W. Childs		
Mennonite Church, Germantown		14
Oliver Evans's Steam Carriage		15
Carpenters' Hall		17
Count de Rochambeau		18
General Anthony Wayne		19
Benjamin Franklin		20
Independence Hall, Philadelphia		22
George Washington		23
Robert Morris		23
Thomas Jefferson		24
Oak Hall, the Original Wanamaker Store		25

PAGE

Penn Treaty Tree and Fairman Mansion, Philadelphia . . 26
Old Southwark Shot Tower, Philadelphia 29
Gloria Dei (Old Swedes') Church, Philadelphia 32
Shot-ridden Building of Revolutionary War Time, Germantown . 37
Thomas A. Scott 38
Pennsylvania Depot, Site of Wanamaker Store in 1875 . . 39
Wanamaker Store, Philadelphia, in 1893 . . . . 40 and 41
Betsy Ross Shop 42
Philadelphia Home of President Washington . .
Grand Depot of John Wanamaker, Centennial Time } *facing page* 42
Memorial Hall, Centennial at Philadelphia . .
Clifton Hall, Philadelphia 43
Main Building at Centennial Exhibition, Philadelphia . . . 44
Wanamaker Store, Centennial Time, Philadelphia . . . 45
Horticultural Hall, Centennial, Philadelphia 46
Old Market House, Philadelphia 49
George W. Childs 50
Bird's-Eye View of Interior of Wanamaker Store, Philadelphia, 1877 52
Old United States Mint, Philadelphia 54
Oak Hall, with 1861 Portraits of John Wanamaker and Nathan Brown . . . .
Penn Square, Philadelphia, in the Early Seventies . . . . . .
Grand Depot, Site of Wanamaker Store in 1875
Interior of Grand Depot, with Portraits of Dwight L. Moody and Ira D. Sankey . . } *facing page* 56
Wanamaker Store, Philadelphia, in 1902 .
Wanamaker Store, Market and Chestnut Street Fronts, 1887 . . . . .
Old Henkels Furniture Store on Site of Wanamaker Building . . . . .
Transept in Old Wanamaker Store . .
Theodore Roosevelt and John W. Forney . . *facing page* 57
Old Horse Market Inn, Philadelphia 57
Rittenhouse Paper Mill, Germantown 64
Ulysses S. Grant 65

PAGE

Wanamaker's Old Grand Depot 70
John W. Forney 71
Wanamaker's in 1904 . . . . . 72 and 73
Henry Pratt 76
Penny Pot House, Philadelphia 79
Logan Residence, Philadelphia 84
Wanamaker Clock Tower, Philadelphia 87
Wanamaker's Chestnut Street Front, 1898 91
Stephen Girard 99
George B. Cortelyou . . . . . } *facing page* 104
Edwin S. Stuart . . . . . }
Dr. Joseph French Johnson . . . . . } *facing page* 108
Dr. Talcott Williams . . . . . }
Market Street Entrance of Old Wanamaker Store, Philadelphia . 111
Sketch of Cornice, New Wanamaker Store, Philadelphia . . 112
Clark's Inn, Philadelphia 115
"The Woodlands," Philadelphia 125
Dr. Martin G. Brumbaugh . . . . . }
Dr. James Russel Miller . . . . . } *facing page* 132
Dr. Josiah H. Penniman . . . . . }
"Stenton," Philadelphia 149
Judge George B. Orlady . . . . . } *facing page* 156
Frank D. LaLanne . . . . . }
Chew House, Germantown 164
Bartram's Mansion, Philadelphia 169
Sketch of Column in New Wanamaker Store, Philadelphia . . 182
U. S. Senator Wm. P. Frye . . . . . } *facing page* 190
U. S. Senator Robert M. La Follette . . }
David R. Francis . . . . . } *facing page* 192
Benjamin B. Odell . . . . . }
Paris Bureau of Wanamaker Stores . . }
Paris Fashion Exposition . . . . . } *facing page* 200
Yokohama Bureau of Wanamaker Stores . }
Oriental Exhibition . . . . . }
Views of Athletic Club Houses and Grounds } *facing page* 212
of Wanamaker Stores . . . . . }
Stairway in New Wanamaker Store, Philadelphia . . . 226

PAGE

U. S. Senator J. H. Gallinger . . . .
Archbishop Patrick J. Ryan . . . . *facing page* 226
Dr. Russell H. Conwell . . . . .
Rabbi Joseph Krauskopf . . . . .

Military Battalion and Band of the John Wanamaker Commercial Institute . . *facing page* 228
Setting of Capstone of New Wanamaker Building, Philadelphia . . . . .

Invoice Rooms and Counting Room of Wanamaker Stores . . . . . *facing page* 230
Classes of John Wanamaker Commercial Institute . . . . . .

Views at Island Heights Encampment of the John Wanamaker Commercial Institute . *facing page* 232

Views of the New Wanamaker Store Philadelphia (16 pages) . . . . . *facing page* 256

Dr. Geo. W. Chadwick . . . . . *facing page* 257
Dr. Horatio William Parker . . . .

John Philip Sousa . . . . . *facing page* 262
S. S. McClure . . . . . .

London Shop, and . . . . . .
Views of Power House, Wanamaker Store, Philadelphia . . . . . *facing page* 280

Wanamaker Automobile Delivery Service . . *facing page* 286
Views of Wanamaker Store, New York (16 pages) *facing page* 288
Alexander Turney Stewart . . . . . *facing page* 290

The Armor Portrait of William Penn in the Pennsylvania Historical Society Collection.

FOREWORD.

THIS, then, is the Golden Book of the Wanamaker Stores.

Wherein shall be set down the faithful record of fifty years in business.

Not penned by the Founder himself, but chronicled from the deeds and services of the stores, as public prints and contemporary memories disclose the story.

It is the history of a business that has distributed into the homes of the civilized world more than half a billion dollars' worth of merchandise.

Nearly a hundred million more than half a billion.

A business that has given remunerative employment to over 150,000 individual workers.

Whose census today reaches a maximum of over 15,000.

Whose stocks total over fourteen millions of dollars.

Whose customers are beyond computation.

Taking the average value of a store's separate sales-schedules at $2, the business of which this is written has made at least three hundred million individual sales.

Assuming that each schedule covered an average of a little over three articles, it has sold over the counter close to a thousand million, or one billion, separate pieces of merchandise.

Yet the magnitude and bulk of these transactions are but the wash of the seas.

They would have left no mark on the sands of time were it not for the new and unusual methods of this gigantic distribution, the new principles of trading it established, the new business manners and morals it imparted, the leaven it has been to the whole business world, and the benefit it is to mankind.

Mind is greater than matter, but mind and matter harnessed together are dynamic.

Carrying most of this merchandise direct from the hands of the maker to the home of the consumer without intermediate waste, it is fair to say this business, by removing obstructions in the channel, has made navigable the shortest route between the Port of Supply and the Port of Demand.

By right, not merely of discovery, but of service, it has grown to be the largest vessel that traffics between these ports of human activity.

Yet its first cargo, consigned, sold and delivered to the public on April 8, 1861, when the Wanamaker store first opened its doors, was of the value of just $24.67.

How this world-wide business, born so tiny, grew so large and strong and helpful, on what it was nurtured, what it has accomplished, and what more it still hopes to accomplish as it stands now at the very beginning of its new and greater life of power and service, may be read in the following pages, as well as human pen can interpret and record the human mind.

Let the reader not be misled, however, into thinking that this is a Golden Book only of finance and commerce, of money making and of money spending, of technical and tiresome trade. Due attention is given in the narrative to the history of Philadelphia, whose child the busi-

ness is; to the romance of trade and merchandise, where fact is more interesting than fiction; and to the truths, principles and laws of commercial economics in the discovery and codifying of which the Wanamaker Stores have played a conspicuous part.

Beyond being the bare record of fifty years in business, the Golden Book thus becomes—

A partial history of Philadelphia.

A chronicle of the evolution of retail commerce in America.

A record of the revolution which freed retail business from old-time traditions and errors, making it generally today a public utility of mutual benefit to the public, to the maker and to the merchant.

A text-book on scientific merchandising and advertising.

For Philadelphians and other kindly interested friends are reproduced some pictures of old Philadelphia and the old Grand Depot.

For the special attention of engineers, architects and lovers of art generally are presented some pictures and descriptions of the largest store in the world, which now houses the Philadelphia Wanamaker business, and of the two Wanamaker buildings in New York City.

With confidence, then, in its variety of interest, in its carefulness of statement, and with a sincere desire to tell the story of the Wanamaker Stores as they grew before the eyes of the people, this volume is presented for the kind consideration of a public which has never ceased to extend its generous and loyal support for half a century.

LANDING OF PENN AT BLUE ANCHOR INN, DOCK CREEK, NOW DOCK STREET, IN PHILADELPHIA.

SEAL OF PHILADELPHIA, 1683

BOOK ONE.

HISTORY.

CHAPTER I.

TWO hundred and thirty-eight years before the founding of the Wanamaker business in Philadelphia, a Dutch sea-captain named May steered his small wooden ship up the Delaware to what is now Gloucester, and there helped to build Fort Nassau.

Then he sailed away, leaving his name on one of the capes—now Cape May.

The year was 1623, and William Penn was not yet born.

Indians had long tenanted the shores of the Delaware, which broad river they called the Lenape Wihittuck. But this did not keep European kings from laying claim to the region, whose richness was praised by returning adventurers. The Dutch were first to pioneer. Swift on their heels came sunny-headed Swedes, who planted colonies down the Delaware and founded trade in the

domain soon to be developed as Penn's "Holy Experiment."

So it came that in 1653 the Swedes owned part of Philadelphia's present site, their right resting in a parchment from Queen Christina herself.

These sturdy pioneers held fast for a time to "Coaquanock"—the Indian name for what was to be the "center and navel of Penn's original Philadelphia"—little dreaming their humble trade beginnings would some day grow skyward in the Quaker-gray granite walls of the New Kind of Store—that huge manhive of industry now standing where tall pines then spiced each vagrant breeze.

Little dreaming that on this spot would yet rise a commercial wonder of the ages.

But one bright morning in 1678, the passengers on the good ship "Shield," bound from Hull, England, to Burlington, New Jersey—the first vessel to pass the port of Philadelphia—admired the wooded height where Wanamaker's is now shadowed by Penn's bronze image, and exclaimed, "What a fine place for a town!"

"Just wait till you see Burlington!" boasted the captain.

WILLIAM PENN, 1644-1718

CHAPTER II.

"WHAT a fine place for a town!" said to himself young William Penn on the afternoon of March 4, 1681.

That morning Charles II, King of England, had ordered the Great Seal affixed to the grant of the province which he insisted should be called Pennsylvania, and which was so listed despite the modest Friend's offer of twenty guineas to an under-secretary to make it "New Wales"—"lest it should be looked on as a vanity in me."

But Penn had his own way in naming the city which was to perpetuate his fame and called it by the ideal of his holy purpose *Philadelphia,* the city of Brotherly Love.

This transfer to William Penn of 26,000,000 acres was made to satisfy a loan of £15,000 (about $75,000)

advanced the crown by Admiral Penn, his father; so the cost of the land to the new Lord Proprietary was less than one-third of a cent an acre.

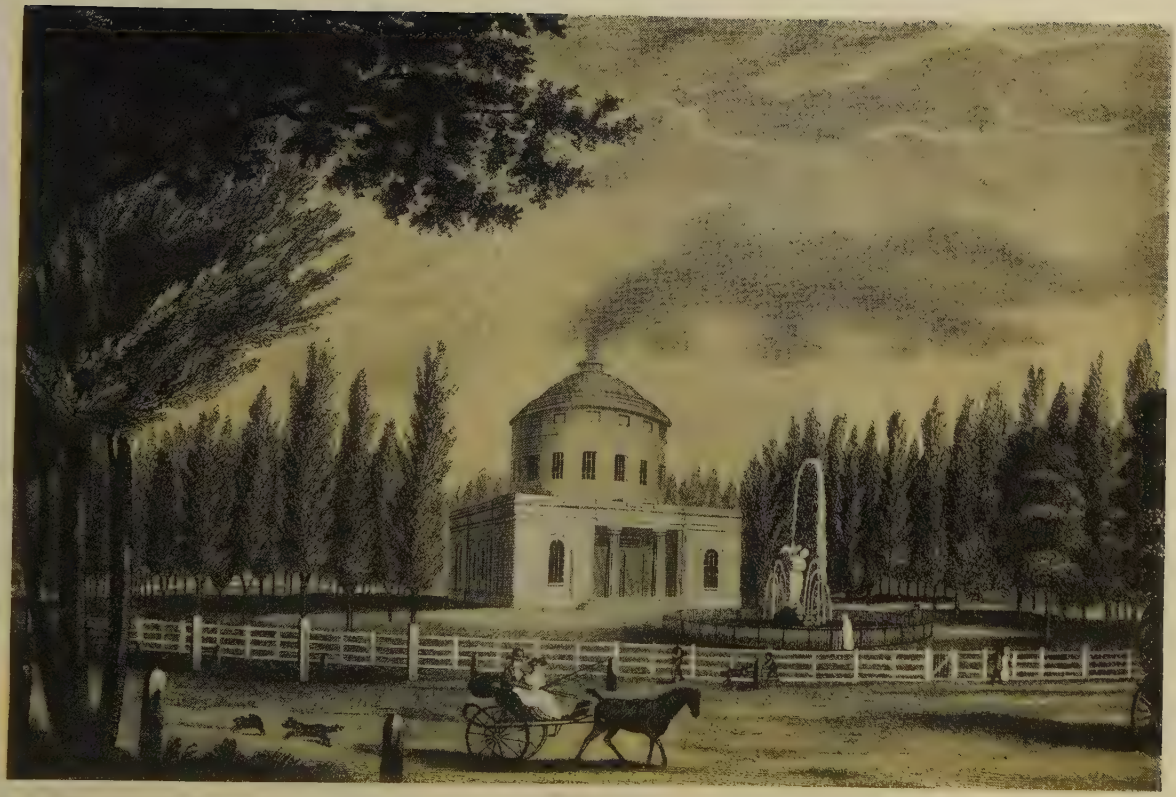
Today land values in the central part of Penn's city have so increased that a few thousand square feet are worth as much as the whole of Pennsylvania originally cost.

Commerce—unlocking the world's latent wealth—has wrought this change.

Growing strong through the practice of principles launched by Penn and later reaffirmed by a business the great Friend himself might have shaped, Trade has mothered Progress.

Penn came here "to defend from any infringement" his own people. To defend from any infringement the rights of the buying public has been the Wanamaker pole-star since the founding of the present Industrial Endeavor fifty years ago.

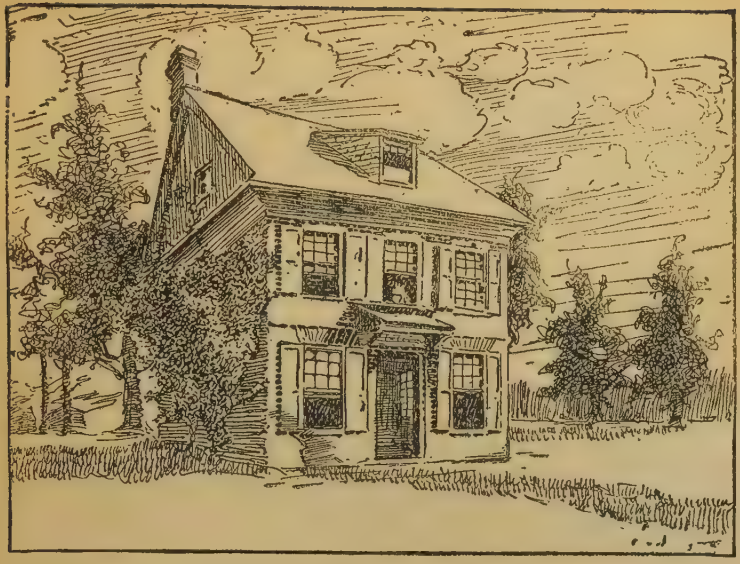
The Elm Treaty Tree, as it appeared in Penn's Day in Shackamaxon (now Kensington, Philadelphia).



Centre Square Water Works, Philadelphia, 1801, Site of Present Philadelphia City Hall.

The Original Philadelphia Boys' Central High School, Juniper Street above Chestnut Street, on Present Site of Wanamaker Store.

Cooper Shop Volunteer Refreshment Saloon, Philadelphia, for the Entertainment of Arriving Civil War Regiments. Centennial Governor John F. Hartranft, of Pennsylvania, on the left and General John A. Logan on the right.



WILLIAM PENN'S COTTAGE
Now Standing in Fairmount Park, originally erected between High and Chestnut Streets and between Front and Second Streets, Philadelphia.

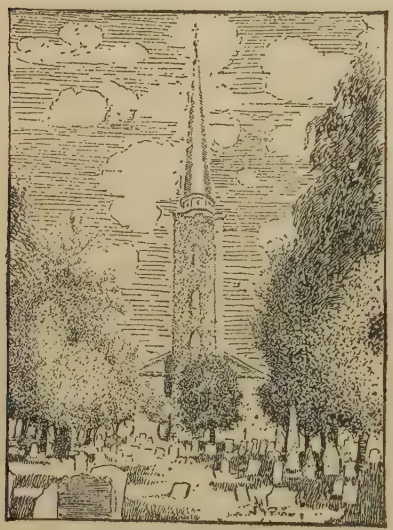
CHAPTER III.

"WE are advertised by our loving friends," says Shakespeare, who had been dead six decades when Penn secured the land for his Holy Experiment.

Penn was wise enough to know that the first need is to advertise in such a way as to make loving friends. His pamphlet detailing exact conditions to be expected in the new country was the first American real estate advertisement. It was written by Penn himself in 1681 and printed by Benjamin Clark, a London bookseller. Strange to read in it that increase of luxury had drawn too many rural folk into cities and towns; that the high cost of living demanded a remedy, and that one sad result of such conditions was their tendency to prevent marriage, and thus induce decay of population!

But the honesty, directness and simplicity of that prospectus could not seem strange to modern multitudes who are educated in Wanamaker advertising—based from the start on Penn's standard of No Misrepresentation.

"This place lies six hundred miles nearer the sun than England," wrote Penn, referring to difference in latitude; "I shall say little in its praise to excite desires in any, whatever I could truly write as to the soil, air and water; this shall satisfy me, that by the blessing of God and the honesty and industry of man it may be a good and fruitful land."



ST. PETER'S CHURCH
3d and Pine Streets, Philadelphia, in which Washington worshipped

To buyers he offered the land for ten cents an acre; to renters for a penny a year.

Like the young Philadelphia merchant who pioneered in latter-day fair dealing, Penn importuned none to buy, "so that such as incline to go may not be brought under any disappointments."

And what he had to sell was plainly marked ONE PRICE, without rebates, gifts or graft of any sort.

"Intending to do equal by all," as Claypoole wrote when Penn refused to abate quit-rents even to his own intimate friends.

Penn's honest advertising sold a half million acres in a year. Similar accuracy about merchandise has helped increase Wanamaker sales from $24.67 the first day of the business to ten thousand times that sum on many a later day.

Penn's fair dealing with the Indians, the first Americans, terminated a period of greed and graft, just as the revolutionary methods of Wanamaker dealing with latter-day Americans cleared away the bickerings and dickerings of trade.

JAMES LOGAN

Secretary to William Penn and afterward Governor of Pennsylvania

Penn's first message to the Indians, sent through his agents who came over ahead of him to help plan Philadelphia, was: "I desire to win and gain your love and friendship, by a kind, just and peaceable life, and if anything shall offend you, you shall have full and speedy satisfaction for the same."

Later, in November, 1682, at his famous treaty with the Indians, which was planned to be ratified on the very ground now occupied by Wanamaker's, but changed to Shackamaxon because it was near a Friends' settlement, Penn spoke in person to the Red Men these words, which may be read today on a bronze tablet in the Wanamaker Store, Philadelphia:

> "We are met on the broad pathway of good faith and good-will, SO THAT NO ADVANTAGE IS TO BE TAKEN ON EITHER SIDE, but all to be openness, brotherhood and love."

In Penn's "greene country towne," long since become a great city, the New Kind of Store applied to devitalized trade this same trinity of square-dealing:

All goods to be sold openly,
All traders to be treated alike,
All fraud and deception to be eliminated

—to the end that mutual satisfaction must ensue.

Here were Economy, Equality, Surety, and Satisfaction—the vitals of Penn's business gospel—incorporated in the guarantee spread broadcast in the boyhood of the Wanamaker business in the following declaration:

> WANAMAKER GUARANTEE.
>
> WE HEREBY GUARANTEE—
>
> First—That the prices of our goods shall be as low as the same quality of material and manufacture are sold anywhere in the United States.
>
> Second—That prices are precisely the same to everybody for same quality, on same day of purchase.
>
> Third—That the quality of goods is as represented on printed labels.
>
> Fourth—That the full amount of cash paid will be refunded, if customers find the articles unsatisfactory, and return them unworn and uninjured within ten days of date of purchase.

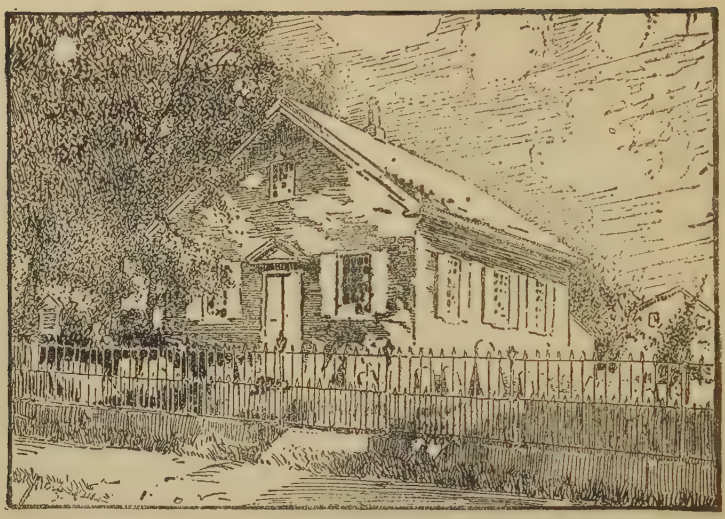
WE are met on the broad pathway of good faith and good will, so that no advantage is to be taken on either side, but all to be openness, brotherhood and love. I will not call you children, for parents sometimes chide their children too severely—nor brothers only, for brothers differ—the friendship between me and thee I will not compare to a chain, for that the rains may rust or the falling tree may break. We are the same as if one man's body were to be divided into two parts; we are all of one flesh and blood.—*William Penn to the North American Indians upon the occasion of his famous treaty at Shackamaxon, Philadelphia.*

IT takes as much generalship to organize a business like this as to organize an army.—*President Ulysses S. Grant to George W. Childs upon the former's visit to the Wanamaker Store, March, 1877.*

Penn desired the practice of just such principles to radiate from Centre Square, formed at the intersection of Broad and High street (now Market), where today Wanamaker's Philadelphia Store exemplifies their true application.

A marble shaft marks the treaty spot of Penn.

The Wanamaker pile of granite on Penn's "Centre Square" perpetuates the principles there planted.



MENNONITE CHURCH, GERMANTOWN, PHILADELPHIA
Offered as a refuge by Penn; erected in 1708.

CHAPTER IV.

FROM the high roof of this new Wanamaker building let History lead Imagination through past days and deeds that make memorable this spot—now City Hall Square.

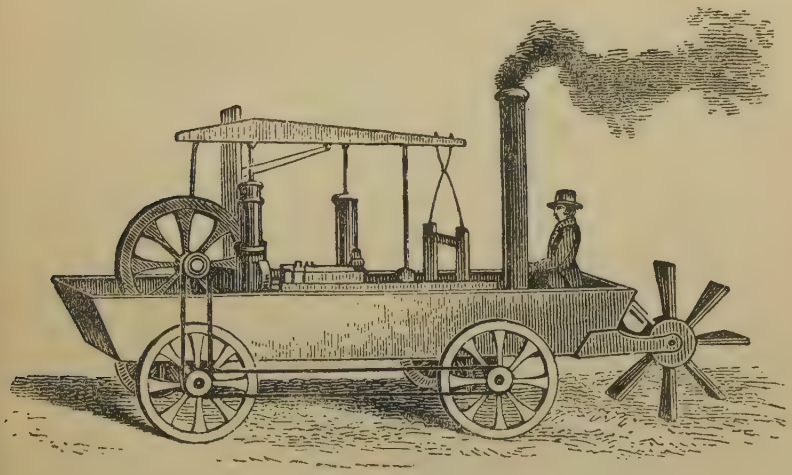
In a clearing at the southwest corner was built the first Friends' Meeting House, its imported bricks laid in 1684. It was so long a journey from the settlement on the banks of the Delaware that the older folk often stopped to rest under a rude shelter at Sixth and High streets, where we, too, shall stop presently to note the beginning of the Wanamaker business, there sheltered a few years on its journey to the present location.

On the very spot now covered by the Wanamaker acreage of merchandise, the first "fayre" in Pennsylvania was held in 1686. The day's receipts were ten dollars. The largest sale was $1.37—a pair of shoes made of

leather turned out in the earliest tannery. Among the traders was Abraham Op den Graaffe, who walked in from Germantown with the first piece of linen ever woven in the province, and claimed Penn's prize for his achievement.

See what rough paths then led to this place,—mere root-warted makeshifts for roads!

They will soon be changed, for trade fathers transportation, and even at that "fayre" was launched the original American good-roads movement. With roads came ox-



OLIVER EVANS'S STEAM CARRIAGE

teams, and carts drawn by horses, and, wonder of wonders, a wagon that moved without being pulled or pushed!

It was Oliver Evans's steam-carriage, his "Oruckter Amphiboles," the Adam of automobiles, which was promptly laughed to the junk heap!

Having obtained permission from the Board of Health, Evans prepared to exhibit his invention. In the Phila-

delphia *Gazette* of July 13, 1805, he made this announcement:

"The above machine is now to be seen moving round Centre Square at the expense of the workmen, who expect twenty-five cents from every generous person who may come to see its operation. But all are invited to come and view it, as well those who cannot as those who can conveniently spare the money."

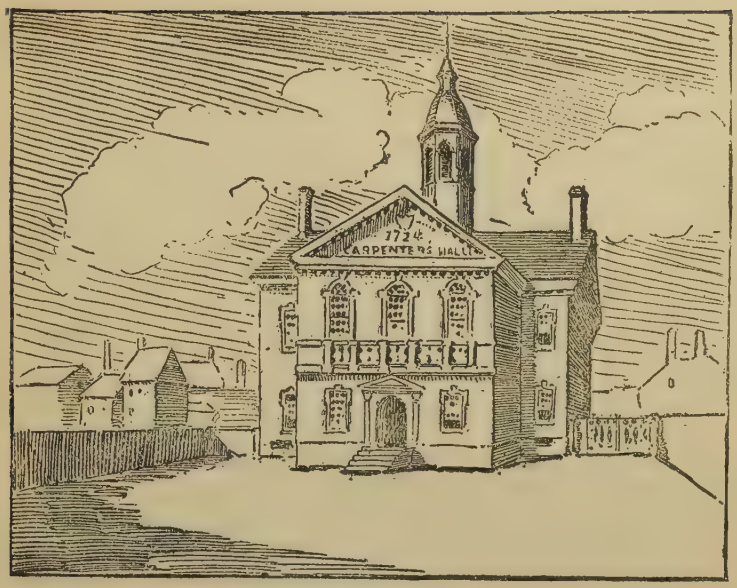
None will be importuned to pay, said Oliver Evans.

"None will be importuned to buy" was the Wanamaker message transplanted to this same spot 71 years afterward,—here where the transportation facilities of the world's greatest home city now converge; where Philadelphia automobile travel centers.

Let them hoot your horseless wagon, Oliver Evans, as they will hoot later innovations in other lines of progress! Let them doubt your ability to make good, as they will yet doubt others! Let them scoff at your offer to build carriages to run on a railway fifteen miles an hour!

That is the price you must pay for daring to be original,—the price long ago spelt DEATH, later lowered to BANISHMENT or IMPRISONMENT, then marked down to OSTRACISM, then to JEERS and TAUNTS and now—

Now the world simply says "DO IT!"



CARPENTERS' HALL

East of 4th Street, below Chestnut, Philadelphia. Where the first Congress met in 1774.

CHAPTER V.

THAT German crossing Centre Square more than two centuries ago is Pastorius. He comes from Meeting, where he has just raised his voice in the first American protest against human slavery. His lingering spirit is later gladdened to see Washington and his tattered, undaunted troops here encamped; to watch von Steuben, drillmaster of the Revolution, training green patriots; to hover near in 1781 when Rochambeau and his men, come from France to help fight tyranny, halt here on the march to Yorktown.

As we view this procession of the Past, we must remember that Centre Square originally reached farther east than at present, so the site of this granite trade-

palace from which we are looking into Time's back yard was once part and parcel of the historic park.

Long were its wells famed for good drink, and in 1801 the first waterworks system in the land had its supply house here. So it was a place for refreshment, as well as business and recreation, and the interesting parallelism continues, for in 1876 Wanamaker's inaugurated the first general restaurant in any store.

COUNT DE ROCHAMBEAU
One of Washington's Aids, and Commander of the French Troops in America. 1725-1807.

"How strange!" you say,—"that each chapter in the annals of this historic spot should lead to some chapter in the story of this vast Industrial Endeavor!"

Yet not strange, at all,—for the growth of an institution like Wanamaker's is similar to that of a city or a nation; resembling most the upbuilding of Man in whom is mirrored all that has entered into the records of progress.

Every onward march that follows Freedom's flag keeps step to the same drums of right desires and just dealings, and it is all one whether these drums echo the pleading of men in welded shackles or of slaves to ignorance and greed.

Something stronger than the mortar of supplying common needs and wants holds stone to stone in these walls.

Could this granite speak, pouring forth in one burst of sound the countless voices here loosed through centuries, the far corners of earth would echo back two little words carried in triumph from Crécy's field of victory by the Black Prince in 1346—

Ich Dien!

I SERVE!

Based upon service, built by service and consecrated to service is this monumental pile.

Service as necessary and valuable in its way as was that rendered long ago by "Mad Anthony" Wayne and his men, who bivouacked in Centre Square after the Indian outbreak in the Northwest. Before that the redcoats of a foolish king had camped here during the British occupancy of Philadelphia in the winter of 1777, and in the early sixties of the last century thousands of volunteers marched through the open space on their way to or from the war for the preservation of the Union.

GENERAL ANTHONY WAYNE.
1745-1796

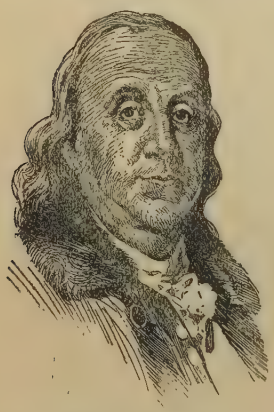
Here, in 1761, was opened the first race-track in this country, three rounds of which made a mile,—and any horse that could do the mile in three minutes was counted a wonder.

Sometimes at these races were seen two men, standing apart from the cheering crowd, but interested enough to

stay for the last event. Perhaps even then their thoughts were divided with another contest not far in the future.

One of these men was George Washington, the other Thomas Jefferson. Before long they were to make new records for great performances on the track of Time, and today millions are sharing their victories.

The Revolution ended the racing. After that the only speed contests settled in this square were between boys attending the first Philadelphia High School, which was built in 1838 on a small part of the present Wanamaker site, and rightly called the first people's college in America, outside of New England.



BENJAMIN FRANKLIN
1706-1790

It was founded by a great-grandson of Benjamin Franklin, most versatile of Americans. For education is not to be measured by book learning or bounded by the brain. It is all a matter of Head, Heart and Hand,—a trinity rightly regarded within the Wanamaker walls and told of in another chapter of this Golden Book.

Close by the High School stood the first State Arsenal, built in 1785—a lively place during the war of 1812. And today you can hear the tramp, tramp, tramp of the boys of the Wanamaker Brigade, and their drums and trumpets make music as brave as the lads' own hearts.

FORWARD MARCH, sounds the order.

"Forward March" echoes through the whole history of Centre Square. It was heard when the young government moved its first mint from a Seventh street cellar to the

classic structure that stood at Chestnut and Juniper until a few years ago.

It was heard again on October 16, 1839—the day being sunny—when one Joseph Saxton poked a cigar-box out of a Mint window and notched the New World's tally stick of progress by then and there harnessing sunlight to make a Daguerreotype view of the spot on which Wanamaker's now stands,—the first photograph made in the Western Hemisphere!

For lens he used a burning-glass, and an empty seidlitz-powder box served as a coating chamber. In an old iron spoon he heated the mercury, and while the result was crude, it was clear enough to show the High School, the Arsenal and the horse market beyond,—the entire Wanamaker site.

Forward March was the world's watchword.

Growing by leaps, the City of Brotherly Love pushed westward, and in Chestnut street, between Thirteenth and Broad, fine families built homes that stood until the Wanamaker Store took them under its roof. In the square some Lombardy poplars breathed memories of forest days and it was still a sort of rejoicing ground as it had been in 1781 when word came of Cornwallis's surrender, and again in 1790 when news of the French revolutionists' victory for human rights brought together a throng that gave the "Marseillaise" its American christening.

Before the middle of the Nineteenth century Oliver Evans's dream had more than come true. Steam carriages did far better than fifteen miles an hour on a railway, and to handle its growing traffic the Pennsylvania Railroad built a freight depot on the north half of the present Wanamaker site.

INDEPENDENCE HALL, PHILADELPHIA

Birthplace of the Nation and scene of the Signing of the Declaration of Independence.

CHAPTER VI.

BIDDLE'S directory of Philadelphia for the year 1791 contained this entry among the W's:

WASHINGTON, GEORGE, PRESIDENT OF THE UNITED STATES, 190 HIGH STREET. The lot of number 190 then extended to Sixth street.

So, near the corner of Sixth and High (now Market), where the Friends had rested on their way to Meeting, and where the Wanamaker business later originated, this one of the immortals lived while President.

Philadelphia was then the nation's capital. The cradle of Liberty became the cradle of government.

When Washington came from New York, after taking the oath of office, no house suited to his rank and needs was to be had, but Robert Morris, financier of the Revolution and without whose aid it must have failed, moved out of his home and gave it to the new chief executive.

Built about 1761,—just a century before the Wanamaker opening on the same site,—this historic dwelling first belonged to William Masters. He gave it to his pretty daughter "Polly" when she married Richard Penn, grandson of the Founder, who was appointed Governor of the province in 1771, but did not long hold the post.

GEORGE WASHINGTON
1732-1799

Next to occupy this fine four-story "mansion" after Richard and Polly was Robert Morris, who in 1780 gave $20,000 toward founding the Bank of Pennsylvania, established by patriots for the sole purpose of "supplying the army of the United States with provisions for two months."

A year later Morris, then national superintendent of finance, presented to Congress his plan for establishing a "national bank for the United States of North America," and when this was ratified he was given charge of the institution, which still exists as the Bank of North America,—the only national bank allowed to omit the word "National" from its title.

ROBERT MORRIS
1734-1806

The record of the Morris house, like that of the Wanamaker business later planted where it had stood, became international when General Lord Howe, who thought he had settled the "little quarrel of the colonists," lived in it during his

occupancy of Philadelphia in 1777-78, and again a few years later, when Robert Morris there entertained Count Rochambeau, who had so valiantly helped Lord Howe to discover his mistake.

Benedict Arnold is said to have lived in it a while, but the house couldn't help that!

Anyhow, the presence of Washington was antidote enough.

There the "Father of his country" held official levees every second Tuesday afternoon, when he received in the dining room on the first floor, while Mrs. Washington greeted her guests upstairs.

In this same dining room Gouverneur Morris once tried to treat Washington familiarly. He had bet he could. So at dinner he slapped him on the shoulder and said jauntily, "Old gentleman, do you believe that?"

Washington replied with a look, and the other guests at the table thereupon became unwilling participants in the second American arctic expedition!—the first having gone out from Philadelphia under command of Captain Swaine in 1753.

THOMAS JEFFERSON
1743-1826

Later in the evening, the New Yorker excused himself because of a sudden attack of indigestion,—which often results from being chilled while eating!

One square west of Sixth and High stood the house in which Jefferson drafted the immortal Declaration of Independence. One square to the south was the State House (Independence

Hall) where that document was adopted July 4, 1776, and from whose front steps it was first read four days later.

Just below, in High street, was the residence of Benjamin Franklin, where he lived the last years of his thronged and useful life. Across the street was the first office of the Secretary of State.

So the birthplace of the Wanamaker Industrial Endeavor was a garden-spot for the growth of ideals,—the very heart of the arena out of which the new nation was to issue triumphant!

This first "White House" descended from Washington to Adams, who left it for a safer lodging when yellow fever scourged the city in 1797, at which time Edward Burd, prothonotary to the Supreme Court, moved his office to the site of the present Wanamaker Store.

When the capital was moved to Washington the house remained vacant awhile. It became an inn. Later it was made over into small shops. These were finally torn down and the ground occupied by a row of buildings in which the Schuylkill Bank failed in 1838. There the story of Wanamaker's was to begin.

Oak Hall, where the Wanamaker Business Originated in 1861.

THE TREATY ELM TREE AND FAIRMAN'S MANSION
At Shackamaxon, now in Kensington, Philadelphia.
Fairman was Deputy Surveyor General under Penn. This home was built in 1702 and taken down in 1825.

CHAPTER VII.

AT 6.30 on Monday morning, April 8, 1861, John Wanamaker and Nathan Brown, as partners, opened "Oak Hall" as a Men's and Boys' Clothing Store in a room 30 x 80 feet on the first floor of the McNeille building, at the southeast corner of Sixth and Market streets—called McNeille's "folly" because it was six stories high!

Then and there, 94 hours before Beauregard opened the Civil War with the first shot on antiquated Sumter, was silently loosed against antiquated and unfair business methods a shell which, while it did not compel such speedy capitulation as answered the bombardment further south, eventually forced a surrender.

Prevented from enlisting in the Northern Army because of temporary physical disability, the Founder of

the New Kind of Store enlisted in another cause and fought another enemy.

"You are making a great mistake in starting business at such a time as this," said the brilliant George H. Stuart to the 22-year-old youth whose name was first in the firm's title. "The country is entering a great war and there will be no business. Before long grass will be growing in the streets of Philadelphia."

No more grass grew under the feet of these "two venturesome boys" than greened the streets of the big city!

At the close of the first day the cash drawer revealed a total intake of $24.67.

Of this sum $24 was spent for advertising and 67 cents saved for making change next morning.

Looking backward to this beginning, the Founder wrote only yesterday:

"Had we inherited a business or been able to command the assistance of rich friends we might have had easier times, but never could have had the schooling that cut the backlog of this business."

"In those days it was the custom to start work at six-thirty in the morning and keep on until seven or half-past at night, except Saturdays, when stores closed from ten to ten-thirty at night."

"There was no selling price for goods—there was an asking price, and the most persistent haggler bought the goods far below the unwary."

"Seldom was cash paid for wages to the workpeople making clothing. The general rule was fortnightly settlements in grocery, coal and other orders, on which the manufacturer had a percentage."

"Some head-splitting thinking was done by those two

young bidders for mercantile honors and profits, in those days when sales were small and profits smaller. About the only things plentiful were IDEAS and PLANS.

"Very boldly we swam out and made for four good landings:

FIRST. Cash payments on the spot to workpeople on completion of the work.

SECOND. Shorter business days.

THIRD. Not two prices,—one price and only one.

FOURTH. Taking back anything sold and returning the money."

The first of these pioneering reforms began with the business; the second in 1862; the third and fourth in 1865.

Even before the opening morning—now fifty years in the past—there was a purpose paramount to profits.

A purpose "to bend every energy to raise the standards, to the end that business dealing might be more agreeable and safe, and that the rising generations might come into systems tolerably free from practices that had gradually lowered mercantile character."

Actuating the man behind this purpose was the sentiment Ruskin tells of on the St. Giacomo de Rialto in Venice:

"Around this Temple let the merchant's law be just, his weight and measure true and his covenants faithful."

To fully comprehend the revolutionary meaning of all this, one should take the following bird's-eye view of the general setting of the stage of human existence in days just prior to the outbreak of the Civil War:

Mother made father's shirts—except the bosoms, which could be had for a levy. The word "levy" was an abbreviation for "eleven-penny bit," and denoted half a quarter dollar. There were no sewing machines, but a full supply of spool cotton, the spools being mounted on a sort of wooden castor.

Furs were home-stored and often smelled tarry. They were not remodeled from season to season as now, and fashions were a law unto themselves.

OLD SOUTHWARK SHOT TOWER, PHILADELPHIA
Built in 1807

Pianos were unseen except in well-to-do homes. The music was mostly homely ballads—"Ellen Bayne," "Nellie Bly," "Nellie Was a Lady." Another air dear to memory was "The Watcher." "The Gypsy's Warning" and "Would I Were a Boy Again" were also popular.

Steel engravings, mostly patriotic, or chromos, decked many walls. Sometimes a motto was worked in colored worsted on a perforated card board, such as "God Bless Our Home."

Sometimes on wintry evenings the family would cut rags and make balls for a rag carpet or a patchwork quilt. When in action, the quilting-frame took up the whole sitting room; when not, it was stored in the attic. What joy it was for the youngsters when the frame was brought down—the token of a party! With the party the

quilt was made in one night. The sewing lines were marked on the quilt with a chalked cord.

Folks sat on stiff, horse-hair furniture, and slept on high post bedsteads that seemed to become elephants on sweeping days.

Pianists were as rare as pianos; and anyone who could play the accordion or even the jewsharp was counted an acquisition.

Mother often bought dry goods on store orders, a system she didn't like. As a rule women shopped as little as possible.

Once a year a man came to cut the grass with a scythe—and excite sympathy for his back which usually was "most broken."

Daguerreotypes were in style.

On Saturdays the boys carried home the marketing, did various chores, baked sweet potatoes on the lots, or went prowling in the woods.

Mother or sister had to make the children's school bags, and cover the books with paper muslin.

For a coming wedding, there were months of sewing; for a funeral, the clothing often had to be borrowed.

Sheet music was too expensive to be bought freely, so there was much singing by ear.

There was ready-made clothing, of a primitive cut, for men, but none for boys.

Millinery openings happened twice a year, but did not open very far—they were as exclusive as secret societies.

Mother chopped all the mincemeat for Christmas on a heavy block enclosed on three sides, and confectionery was little known in most homes except at Christmas-time. Molasses candy was a home-made treat.

Bathing suits were all home-made, and being usually fashioned of faded and discarded flannel were a sight to scare the crows.

Old folk bought spectacles indiscriminately and often from pedlars.

People drank spruce beer, mead and lemonade when thirsty. Soda water was just coming in.

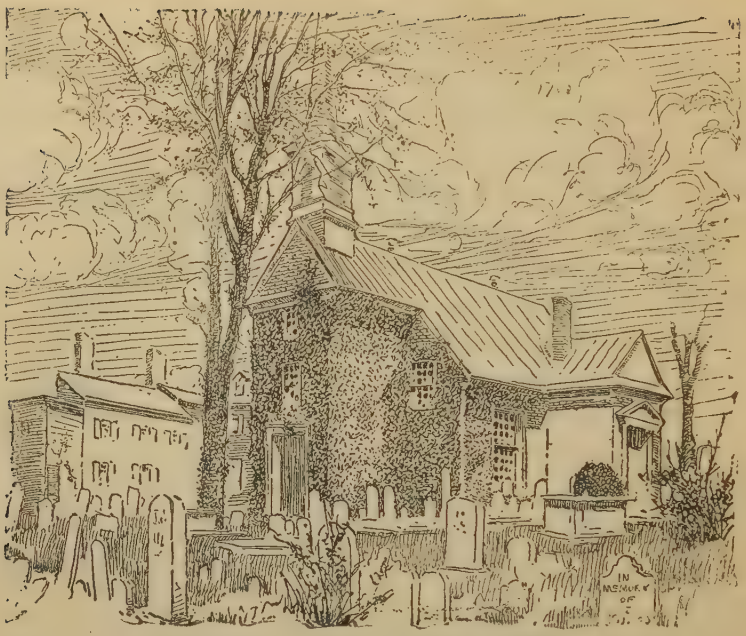
Father shaved himself, and safety razors being unknown, used bits of newspaper margins for court-plaster.

Opera was little known, but there were fine concerts. Singing schools were held in many churches to train voices for the choirs or for congregational singing.

Bakers filed a notch in a stick called a tally, thus keeping account of every loaf sold.

In short, nearly everything was different from nowadays.

To make all business vastly different from what it had been was the determination behind Oak Hall.



GLORIA DEI (OLD SWEDES') CHURCH
Swanson Street, near Front, Philadelphia, built in 1700.

CHAPTER VIII.

WITH the two young pioneers in the Wanamaker business it was heavy plowing early and late for a long time. Good health and pluck, patience and unconquerableness that come to the country-born formed the larger part of the business capital in those early days.

The little store's family consisted of the two partners, two cutters, who also served as salesmen, and one errand boy.

When the business was only three months old came the battle of Bull Run,—July 21, 1861.

Already the "boy-clothiers" were helping equip soldiers going to the front. Already the long thread of PUBLIC SERVICE was started around the spool of years.

When the epoch-making combat between the Monitor and the Merrimac revolutionized naval warfare, an economic revolution was started in Oak Hall.

This was a move for shorter hours for workpeople, and its fruits are now part of the law of the land.

Shorter hours did not apply, however, to members of the firm. They seldom do. Some say this is one of the conditions which makes members of firms and heads of houses! Be that as it may, the two workers were often at the store all night, for the patronage was growing.

Innovations were multiplying.

Winter months after the first of the year had always been dull times in clothing stores. Clerks sat around the stoves and swapped stories or slept.

As Irving Bacheller quotes the dean of the cross-roads grocery crowd down in Maine, sometimes they would "set and think" and then again they would "jest set."

Using special sales as an attraction, "Oak Hall" soon knocked the dulness out of January, February and March. Many merchants, foolishly venerating the customs of their ancestors and apparently unaware that the world was going forward, muttered at this.

Being forced to try the plan, for self-preservation, they found it less unpleasant than they had thought. We like what succeeds.

Already the Wanamaker system, though in its infancy, was a vitalizing influence. Scoffers began to use the soft pedal and doubters disclaimed their doleful predictions, as they have a way of doing when proven wrong.

Hard work wedded to ideals was raising a fine family. It always does.

"Forward March" again came the order, and from

shorter hours in 1862 it was only a few steps to the great innovation of 1865—ONE PRICE *and* GOODS RETURNABLE.

Here was the discovery of a basic economic principle; but being a part of Wanamaker economics, it is treated of fully in another part of this Golden Book.

Rapidly the business forged ahead. The new ideas were active quickeners of trade.

With increasing custom came need for more room. The venture that "just couldn't help being a failure," because it had chosen such an unpropitious birth-time, had actually outgrown its cradle!

At first the overflow was taken care of in a second-story room in the building adjoining in Sixth street. A little later the whole building was occupied.

Within less than a decade of the opening, the Market street front had widened to 67 feet and the Sixth street side extended to Minor street, a distance of 180 feet. Six floors of this size gave a total area of nearly two acres, and an editor from Columbia, Pennsylvania, who came to Philadelphia to buy a suit of clothes, went home and wrote about "Oak Hall' as the most wonderful of the sights he saw in the big city.

This was in the early '70's. The Wanamaker business had already become the largest of its kind in the entire country.

Ten years of strict adherence to the course mapped out in the beginning had given it foremost place in the retail clothing trade in the United States.

It was no longer merely a Philadelphia store. Customers from every State made purchases while visiting Philadelphia or dealt with satisfaction and security by

mail, thus nationalizing the business and pointing the way to its present international scope.

With the successful operation of the Atlantic cable in 1866 and the driving of the last spike in the Pacific Railway three years later opportunities for long-range service were multiplied.

Many times have these two vitals of commerce—the covered wire under the ocean and the shining steel rails on top of the land—been called the Wanamaker Stores' extra right and left hands.

Perhaps no other business institution has made such large use of each of these annihilators of time and distance—certainly no other in the retail field.

The year 1873 was a panic year, marked by the most disastrous business upheaval of peaceful times.

Like dead leaves before the wind, houses that had withstood war, pestilence and change went down to failure. Money seemed to vanish suddenly, like the fairy food-folk in Maeterlinck's wonderful play, "The Bluebird."

Prior to the crash—it was really a succession of crashes—Mr. Wanamaker had sought to enlarge "Oak Hall," but owners of adjoining property would not sell. Still the business cried out for more room.

Reliable goods, sold under the New System and advertised more generously than had ever before been the custom,—such was the foundation upon which new needs rested.

And while friendly souls were saying how fortunate it was that John Wanamaker had not been able to enlarge his store—they were thinking of the hard times!—the object of their kind thoughts was dickering with the president of the Pennsylvania Railroad to buy its old

freight depot, then on the outskirts of the city, at Thirteenth and Market street.

When this was newsed about, men looked at each other sadly and said with sighs, "It's too bad! And just as he is reaping success! Too bad!"

Those who believed the report took it that way. Many persons laughed it off as idle talk. In the first place, why should he want so much ground for just one store? Then, who would be so foolish as to leave the business center of the city for a location so far out?

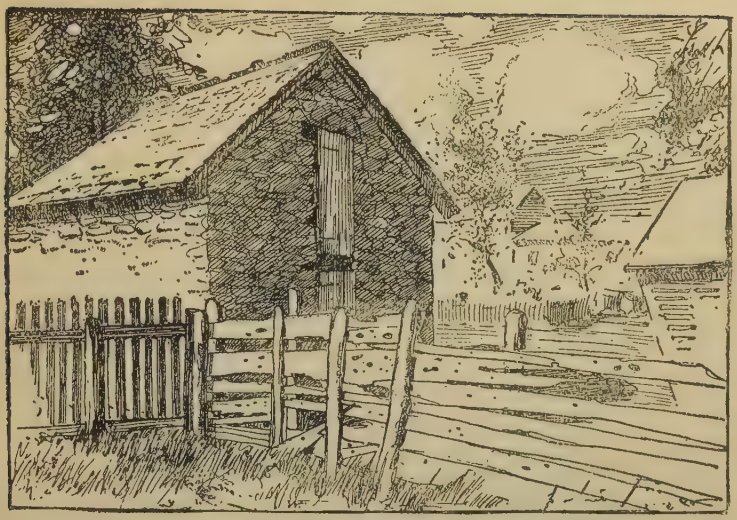
The very idea!

In 1874 the deal was settled and announced.

"When you bought the old freight depot, all Philadelphia wondered what in the world you would do with such a large piece of property so far uptown," wrote the Rev. Dr. James Russell Miller, the eminent pastor and author, on a recent anniversary.

Philadelphia did more than wonder at the purchase. A large slice of its citizenry assumed prophet-roles and freely predicted that the ultimate result of such a move—if it really was his intention to move there!—would be failure.

Let us now review this failure!



OLD BUILDING IN GERMANTOWN, PHILADELPHIA
Still Bearing the Marks of Bullets Fired in the Battle of Germantown, October 4th, 1777.

CHAPTER IX.

COLONEL THOMAS A. SCOTT was an official of the Pennsylvania Railroad when the Civil War began. He invented the modern method of clearing away train-wrecks by burning smashed cars. The wind carried off the ashes, the junk-man took the twisted iron and delays were reduced from days to hours.

Of course, some lumber was lost, but this was more than made up in the saving of labor, time and traffic, just as the Wanamaker innovation of reducing profits to move goods quickly—clearing the track for new stocks—gives people advantages that compensate the merchant for any money-margin sacrificed.

Lincoln turned to "Tom" Scott when he needed a practical troop-mover. He made him assistant secretary of war, and one day asked him how soon rail communication

could be re-established between Philadelphia and Washington.

"It is already done," answered Scott.

"When may we expect troops?" asked Lincoln.

"The first train-load is already in and others are on the way."

"Thank God, we are all right again," said Lincoln.

So when the Wanamaker System's first train was in and others were on the way it was from "Tom" Scott that John Wanamaker in 1874 bought the block of rambling sheds between Market and Kelly, Thirteenth and Juniper streets.

THOMAS A. SCOTT
1824-1881

This old spot was both the camping ground of soldiers and a special rendezvous for regiments during the Civil War.

David Edward Cronin, an officer of the New York Black Horse Cavalry, has written a graphic story of the night his command waited transportation southward and slept on the platforms and the Market street pavement until the cars came at 4 A. M. to carry them on.

The old Freight Station was a storage and distribution point for ammunition during the war.

Many of the sons and grandsons of old soldiers are in the Wanamaker ranks of thousands who carry the flag of New Commerce. They are good soldiers, of high principles, and are fighting the battle of good citizenship, as their fathers and grandsires—members of the Grand Army of the Republic—fought for the Union.

For twenty years the sheds on this spot had served the railroad, the freight cars being drawn in and out by strings of nine or ten powerful mules, chained tandem.

Once substantial, the buildings were now dilapidated. From a height of ten feet at the eaves to thirty at the ridge, the pitched roof covered a frontage of 200 feet on Market street, where the wall was simply a succession of

SITE OF THE WANAMAKER STORE, PHILADELPHIA, IN 1875

wide doors. At the Thirteenth street corner was a four-story brick office structure. Three truss-roof additions ran from Thirteenth to Juniper on Kelly street, which was later closed to give the growing store more room.

A less sightly group of buildings could hardly be found.

"That green John Wanamaker is crazy!" In no other way could the public account for his action.

"The consensus of opinion was that the purchase would prove a ruinous one," wrote an old Philadelphia merchant in later years. "The idea seemed chimerical in the extreme,—to start a clothing store so far from the general current of retail traffic and of such dimensions as seemed to be beyond the possibility of success in gathering sufficient business to cover the outlay."

"But," he said in the next sentence, "Mr. Wanamaker was to solve the enigma that seemed to be impossible of solution."

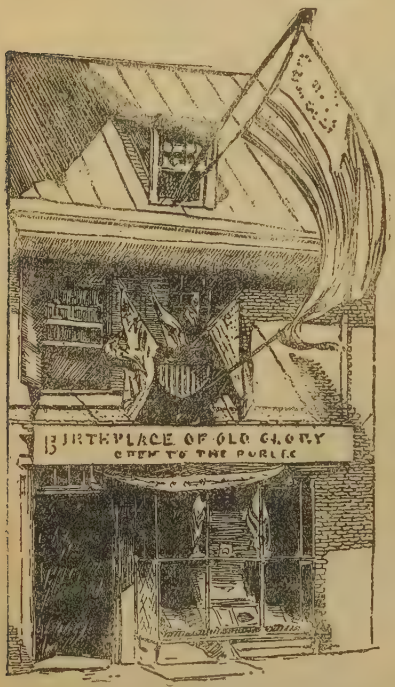
In the deserted depot the Franklin Institute had in 1874 cradled the Centennial with its famous Fair, and then came the Moody and Sankey meetings, opening a new epoch in the inspirational life of the city.

"It was in the autumn of 1875 that George H. Stuart, Alexander Whilldin and myself went over to Brooklyn to see Messrs. Moody and Sankey, who were then holding their great meetings there," wrote Joshua L. Baily a few years ago. "We had two or three interviews with the

evangelists, and obtained their consent to come to Philadelphia and hold religious meetings of like character. A preliminary committee had already been formed in Philadelphia consisting of thirteen laymen, of which Mr. Stuart had been chosen chairman, and we proceeded at once to search for a suitable place to hold the meetings.

"After a fruitless search it occurred to Mr. Stuart that the Pennsylvania depot, which had some time before been vacated, might be made to suit the purpose. The president of the Pennsylvania Railroad Company, Mr. Thomas A. Scott, was interviewed on the subject, and told us that arrangements were concluded to sell the prop-

erty to Mr. John Wanamaker, and we could get the use of the building by Mr. Wanamaker's consent. Mr. Stuart at once cabled Mr. Wanamaker (who was then in London), and as nearly as I can remember, the cablegram received in return was that the committee could have the use of the building for three months for a compensation of $1, or words to that effect.



BETSY ROSS'S UPHOLSTERY SHOP

239 Arch Street, Philadelphia, Where the First Flag Was Made.

"Mr. Wanamaker returned from Europe after the alterations had been commenced, and most heartily and earnestly gave his support and encouragement throughout."

Sometimes as many as 13,000 persons crowded the improvised auditorium at a single service. The last strain of the final hymn still lingered among the rafters when a little army of carpenters and workmen began to make ready for the Wanamaker occupancy.

"Then everything was quiet on the outside of the place," writes the Rev. Dr. Miller, recounting his memories of the Wanamaker move. "The workmen were busy within—making nobody could imagine just what, until one morning the doors were opened and the mystery was solved. What the people saw when they were admitted was the beginning of this New Kind of Store."

The Philadelphia Home of General Washington, while President of the United States, located on Market Street (then High), near Sixth, where the Wanamaker Business was born.

The Grand Depot of Jo

aker about Centennial Time.

Memorial Hall, Centennial Celebration, Philadelphia, 1876.

CLIFTON HALL

A Country Seat near Overbrook, Philadelphia. Erected about 1682. Visited by Washington, Lafayette and Talleyrand.

CHAPTER X.

THAT morning was May 6, 1876.

The opening of this Grand Depot, as it was called for years, was almost simultaneous with the opening of the great Centennial Exhibition in Fairmount Park, Philadelphia.

In point of wonder the new store was second only to that international group of buildings, and during the summer it was a sort of Centennial "annex."

The Centennial celebrated liberty for the American colonies in 1776.

The Wanamaker Store celebrated "freedom from the shackles of old, burdensome customs of business."

The Centennial lasted six months, pleasing and instructing ten million visitors.

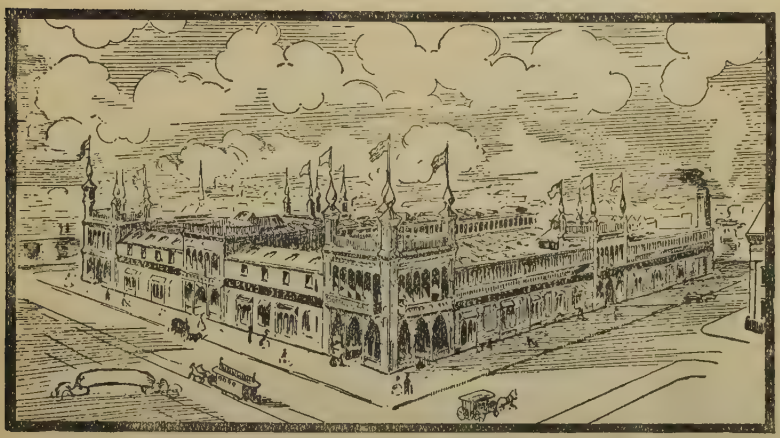
Wanamaker's has kept on pleasing, instructing and serving countless millions,—an ever-growing exhibition

MAIN BUILDING AT CENTENNIAL EXHIBITION, PHILADELPHIA, 1876.

of products of soil and skill from every land under the sun and an exposition of Service without parallel in the mercantile world.

Thousands of Philadelphians crowded the remodeled depot on the opening day. At sight of the half-million dollar stock, divided into six departments for the outfitting of men and boys, the doubters smiled smugly.

"Just wait a year!" they said.



THE JOHN WANAMAKER STORE, PHILADELPHIA
Shortly after Centennial of 1876

A few were far-sighted enough to encourage the innovator. And one of the store's contemporary advertisements thus shows how it struck some of the out-of-town visitors:

Visitors from all parts, as they enter our Grand Depot and look around them, break out into exclamations of astonishment and admiration. They say there is not another such store in either the old world or the new. We have thought it worth while to have one of our intelligent

salesmen jot down some of the remarks of visitors. He hands us these as verbatim expressions:

A Man from the West—"Why, this reminds me of a Western prairie! It's most as big!"

A Prospective Black Hiller (looking at a huge pile of black-cloth suits)—"I never expected to see the Black Hills with as little peril to my scalp."

HORTICULTURAL HALL
Centennial Exhibition
Philadelphia, 1876

A Clothing Dealer from Massachusetts—"My business is a mere nutshell compared with this, and I sell $50,000 a year."

The Head of a Chicago Clothing House—"I was here a few weeks ago, and told my partner about you. He is coming on, not so much to see the Centennial, as to see your great establishment."

A Gentleman from Watkins, N. Y.—"This far exceeds my expectations. It is almost wonderful!"

A Visitor from Minnesota—"Have you seen what suits you?" "Oh! yes, sir; I am simply enjoying a feast of the mind."

A Dealer in St. Louis—"This is a bigger thing than the Centennial itself. Why, an institution of this size would clothe the whole of Missouri!"

A Gentleman from Nashville—"I have come in to see the elephant, and to know how you get him out. Such a thing in my country would scare the people to death. They'd think they were done gone busted!"

An Alabama Man—"I have traveled the country over, and I must say this is the greatest business institution I ever saw in my life."

A Kentuckian—"A mammoth (he must have resided near the cave) place, this; and yet you appear to have it full."

A Bostonian—"Well, I really didn't know Philadelphia had such an establishment. It's ahead of anything in my section."

Few merchants believed the new two-acre store could succeed, because

1. It would not importune anyone to buy.

2. The prices of goods were put down at the beginning to the lowest point that they could be sold for and there was no underground way to get them. All were on the ground floor from the first.

3. The goods were genuinely trustworthy. Seconds were not sold for anything but seconds, even if the people could not tell the difference.

4. A sale could be canceled and money got back easily by return of what failed to please.

5. New, fair and most agreeable relations were established between the purchaser and the seller, the poor and the rich, the wise and the unwise—there was no favoritism.

This doctrine was rank heresy in trade circles.

But Wanamaker's was doing business with the public, not with other traders.

People were invited to see how clothing was made, and stress was laid upon the convenience of buying many things under one roof.

Quite as much of a revelation as the methods of cutting, sewing and trimming was the store's innovation of providing at all times the kinds of goods wanted.

Nothing was left to chance or good fortune. "I myself am good fortune," says Walt Whitman, who visited the store at times.

In the autumn of that Centennial year the plan for something different and larger—yes, larger even than the Grand Depot!—sprouted in the addition of women's and misses' shoes to the stock, and a second stalk of the germinating change showed in an advertisement of rubber coats for women.

Quickly following, in response to a demand, came the women's coat section. Then in succession were added trunks, hosiery and gloves, and for the first time in the history of any general store in Philadelphia, Buyers were sent abroad to study foreign markets and sources of production, and to skim their cream for the rapidly-growing business.

Before the end of the year, the store family numbered more than seven hundred members, and the Mail Order Bureau had been started in a nine by twelve room.

OLD MARKET HOUSE
Second and Pine Streets, Philadelphia.

CHAPTER XI.

EARLY in 1877, before the Grand Depot was a year old, came the New Kind of Store in its full beginning, incomplete as that beginning may now appear in the light of subsequent achievements.

Doubtless it was this mercantile innovation of 1877 that prompted Edward Bellamy to thus describe the ideal store of 2000 A. D. in his famous "Looking Backward," published in 1887, and long since outpaced by progress:

"Stores! stores! stores!" he wrote, "miles of stores! ten thousand stores to distribute the goods needed by this one city, which *in my dream had been supplied with all things from a single warehouse,* where the buyer, without waste of time or labor, found under one roof the world's assortment in whatever line he desired.

Where the labor of distribution had been so slight as to add but a scarcely perceptible fraction to the cost of commodities to the user."

Again he wrote:

"I was in a vast hall full of light received not alone from the windows on all sides, but from the dome, the point of which was a hundred feet above. The walls and ceilings were frescoed in mellow tints, calculated to soften without absorbing the light which flooded the interior. Legends on the walls indicated to what classes of commodities the counters below were devoted. The business of the clerks is to wait on people and take their orders; but it is not the interest of the clerks to dispose of a yard or a pound of anything to anybody who does not want it. Fastened to each sample was a card containing in succinct form a complete statement of the make and materials of the goods and all its qualities, as well as price, leaving absolutely no point to hang a question on."

GEORGE W. CHILDS
1829-1894

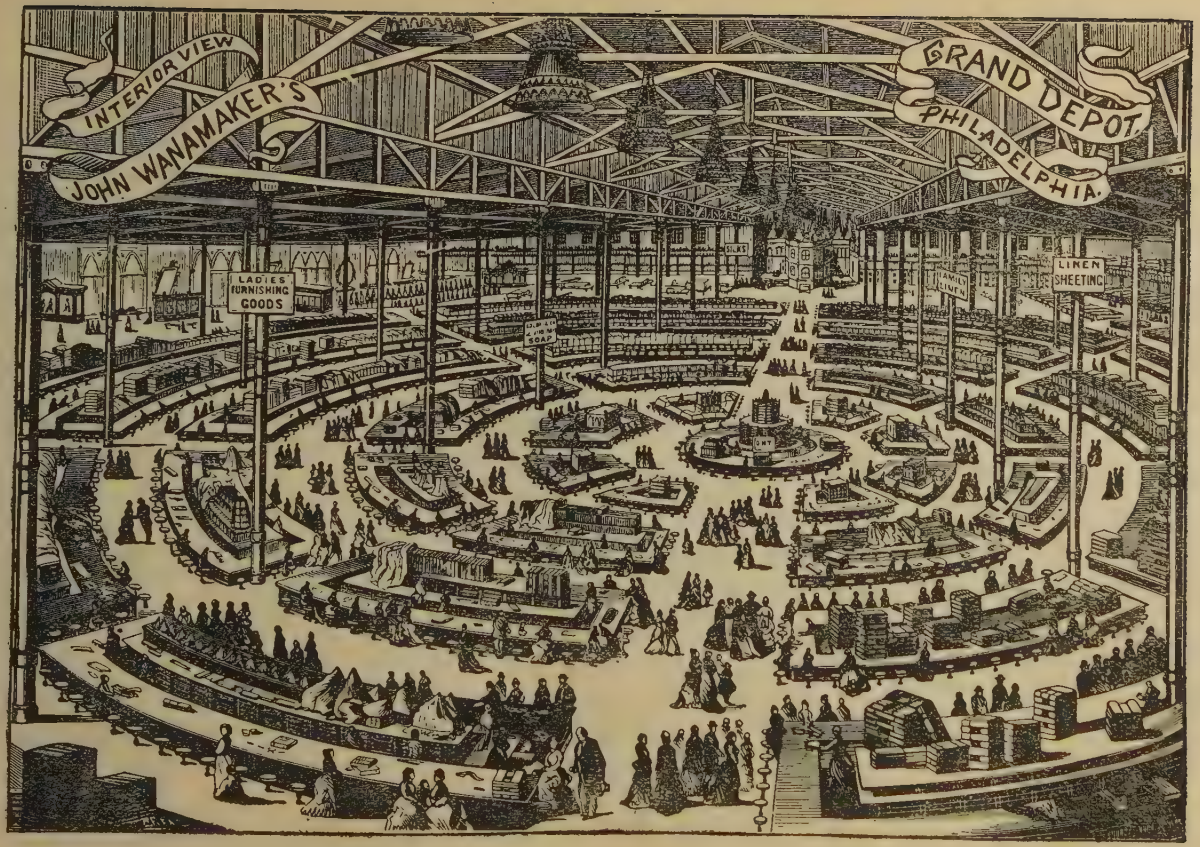
It is a matter of history that this particular part of Bellamy's vision was in some ways discounted a decade before he told about it, just as the present Wanamaker Stores in Philadelphia and New York make the rest of it a prophecy more than fulfilled.

Monday, March 12, 1877, marked the institution of merchandising methods even more sweeping in extent than those later embodied in Bellamy's dream.

It was the opening of a new road to fields of satisfaction, a short-cut to savings in many ways.

Describing the arrangement of the New Kind of Store, that great editor, George W. Childs, said in the *Public Ledger:*

> "Mr. John Wanamaker has converted his immense establishment at Thirteenth and Market streets into a retail dry goods store, and will open it for business today. The interior has been remodeled to accommodate the new trade, and is very attractive and convenient. In the center of the building is a circular counter, ninety feet in circumference, which is devoted to the sale of silks.
>
> "In the space enclosed by this circle is an elegantly carpeted 'dark room,' lighted only by gas, to be used for showing silks for evening dresses. Radiating from the central counter are aisles 196 feet in length. These are intersected by other aisles running between the concentric circles of the counters, on which are exhibited all sorts of articles that go to make up a large and complete stock of dry goods.
>
> "There are thirty-three blocks of counters, numbering 129 in all, and aggregating two-thirds of a mile in length, and in front of which are 1400 stools for the convenience of shoppers. There are elegantly fitted rooms for such goods as ladies' finished suits, and other departments, besides parlors, retiring rooms, etc., for the comfort of customers. The store, No. 1313 Chestnut street, has been purchased by Mr. Wanamaker and entirely demolished in order to make room for a beautiful arcade, leading from Chestnut street into his great



BIRD'S-EYE VIEW OF THE INTERIOR OF THE WANAMAKER GRAND DEPOT SOON AFTER ITS OPENING, 1877.

> store. The entrance is handsomely ornamented, and the arcade is tiled with marble and lighted by day by means of stained glass skylights, and by night by elaborate chandeliers."

In keeping with the form of the store was the form of the business, as explained to the store family the day before the opening, when Mr. Wanamaker compared it to an immense wheel, each employe a spoke in the wheel. He said he would be the motive power to keep it in motion, and if each spoke would remain in its place and do its duty, he promised that the motive power would never fall behind, but keep going ahead revolving this wheel and making it the largest and best of its kind in the world.

Details of this promise were set forth in this interview, published in the Philadelphia *Times:*

"So you are going to start the Dry Goods business?"

"Yes!"

"What is your idea, Mr. Wanamaker, in doing it?"

"To do in Ladies' goods just what we have done with Men's goods—first in getting Clothing for the people at reasonable prices; then in reducing the prices of Shoes; then in lowering the cost of Hats. All these are Men's and Children's goods. Now, then, we propose to turn our attention to Women's goods, hoping to bring about beneficial results."

"But this is not in your line?"

"Why not, who has a patent on merchandising? We never questioned the right of the Dry Goods stores that began to sell Clothing, nor would we doubt the propriety of dealing in any article that we pleased. If we were just starting in business who would consider it proper to question what business we chose to follow?"

"But you have a large business already."

"So we have, and we worked sixteen years for it, and with the large property we now have we can do a great deal more business with no more expense for rent, taxes, gas, and only the addition of needed clerk hire. This is a great advantage for introducing a new department."

"What is the tendency of large establishments?"

"Well, the moment the doors of the new Dry Goods Department open the prices will go down throughout the city."

[*Note.—This afterwards proved to be the fact.*]

"Why do you suppose that?"

"Because the more competition the better it is for a community—the better the people are served."

OLD UNITED STATES MINT

Juniper and Chestnut Streets, Philadelphia, in 1883

"What is your plan in conducting the Dry Goods business?"

"First. To secure superior men in each department whose undoubted ability will guarantee a good stock.

"Second. To sell only good makes of goods.

"Third. To stick to One Price.

"Fourth. To mark all the stock uniformly low.

"Fifth. To exchange all kinds of goods."

"What, you don't mean to exchange a pattern cut off for a Dress?"

"Yes, just that and more—we shall give back the money paid if desired!"

"Why, never was such a thing heard of in the Dry Goods business!"

"Exactly so, and the 'Grand Depot,' at Thirteenth and Market, will in that and some other respects be unlike any other store."

"What effect will this have on other storekeepers?"

"That is not the question; the real question to be considered is whether the people will be served by it or not—it is not the few that are to be thought of, but the many. To answer a polite question, however, unquestionably the new store must have an excellent effect on the city business—two roads to New York serve the city better than one would—by its uniformly moderate prices it will compel low prices everywhere; it will stimulate every one to do their best to serve their patrons; it will attract, by its mammoth stock and its conveniences, crowds of people from the country, who buy all kinds of goods of our neighbors, the Furniture, Glassware and Stove stores, Harness, Grocery and other stores; it will bring money to Philadelphia that otherwise would not come here; it will give employment to hundreds of people, many of whom would otherwise be idle."

These and other vital principles of the Wanamaker system were elaborated in an advertisement printed in the Philadelphia *Press*, then edited by the brilliant journalist, John W. Forney, who was one of the store's staunch friends.

This is an exact copy of the wording of that announcement:

NEXT MONDAY THE GRAND INAUGURATION OF THE DRY GOODS BUSINESS AT THE GRAND DEPOT, JOHN WANAMAKER, THIRTEENTH STREET AND NEW CITY HALL.

TO THE LADIES. TO THE LADIES.

In introducing the Dry Goods business as the principal feature at the Grand Depot for merchandise (Thirteenth Street and New City Hall), it seems proper to say that the growth of the city and the accommodation of the public seemed to call for such a central and extensive point for shopping.

From the first day we opened the "Grand Depot" the Ladies have inquired, "Why don't you open a Dry Goods Department?"

The answer is now given.

The Dry Goods Department is a fact! All that large capital, sixteen years' experience as retailers, studying the wants of the people, splendid location, remarkable store-room, uncommon facilities to buy goods cheaply, loyalty to customers' interests—all that these advantages combine are offered to the people.

Notice is drawn to the fact that every yard of goods has either been freshly imported or purchased under the advantages of gold almost at par.

Under One Roof and on One Floor May Be Found Conveniently Arranged the Following Departments:

A—Black and Colored Silks.
B—Mourning Goods.
C—Dress Goods.
D—Ladies' Furnishing Goods.
E—Woollens, Boys' Wear, Ladies' Cloakings, Etc.
F—Flannels and Domestics.
G—Linens and House Furnishing Goods.
H—White Goods and Embroideries, Etc.
J—Upholstery.
K—Boys' and Misses' Suits.
L—Ladies' Suits and Coats, Shawls, Etc.
M—Hats and Caps.
N—Gents' Furnishings Goods.
O—Gents' and Boys' Shoes, Ladies' and Misses' Shoes, Rubber Goods, Trunks, Etc., Etc.
P—Men's Clothing.
Q—Custom Department, to make to order.

Nothing need be said about prices, as our manner of dealing not only protects customers, but insures the lowest prices. This system, originated by Mr. Wanamaker, is adhered to in all departments, viz:

First—Return of money if buyer returns goods in ten days uninjured.

Second—The guarantee to each buyer, stating terms of sale.

Third—No second price.

Fourth—Any article (including cut goods) may be exchanged if desired, within two weeks of sale.

For the convenience of customers a new entrance is being opened from Chestnut Street, about midway between Thirteenth Street and the U. S. Mint.

The kindly support of the Philadelphia public, so uniformly generous in the past sixteen years, is confidently expected in this new Department, providing it is deserved, and not otherwise.

Will the people come on Monday, or at their leisure, and see what we have done? Most respectfully,

JOHN WANAMAKER.

Oak Hall, Sixth and Market Streets, Philadelphia, in 1861. John Wanamaker and Nathan Brown, Partners in the Business.

Penn Squares, Philadelphia, as they looked in the Early Seventies, with the Iron Railings Removed. Site of City Hall and the Wanamaker Store.

The Site of the Wanamaker Store, Philadelphia, as it appeared in 1875.

Interior of the Old Pennsylvania Railroad Freight Depot, Thirteenth and Market Streets, Philadelphia, used for the First Moody and Sankey Revival Meetings, November 4, 1875. Small pictures show Dwight L. Moody on the left and Ira D. Sankey on the right.

The Old Wanamaker Philadelphia Store, as it appeared from the Northwest prior to February, 1902.
(Note the cable slot in the street railway.)

Market Street Front of the John Wanamaker Philadelphia Store in 1887. Chestnut Street Front of the Original John Wanamaker Philadelphia Store at Thirteenth and Chestnut.

Henkels Furniture Shop, which stood at Chestnut and Thirteenth Streets.

Chestnut and Juniper Street corner of the Wanamaker Store.

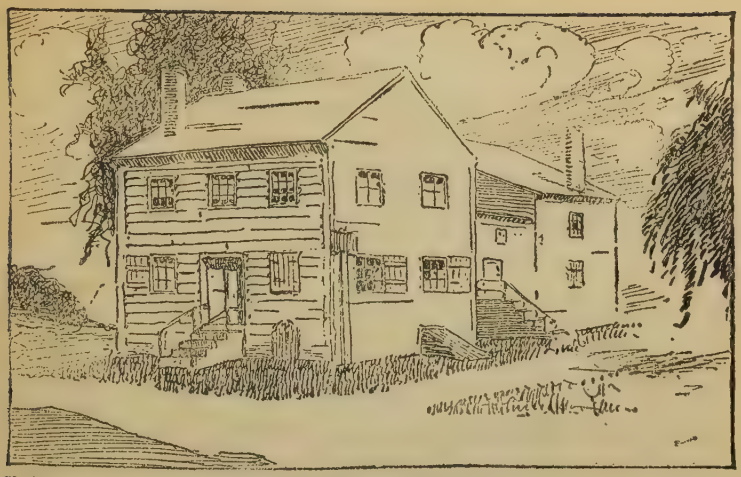
Transept in the Old Philadelphia Wanamaker Store.

HERE in the city where the *Outlook* is edited, on Broadway between Ninth and Tenth streets, is a huge dry goods store. The business was originally started, and the block of which I am speaking was built for the purpose, by an able New York merchant (A. T. Stewart). It prospered. He and those who invested under him made a good deal of money. Their employes did well. Then he died, and certain other people took possession of it and tried to run the business. The manual labor was the same, the physical conditions were the same; but the guiding intelligence at the top had changed. The business was run at a loss. It would surely have had to shut down, and all the employes, clerks, laborers, everybody would have been turned adrift, to infinite suffering, if it had not again changed hands and another business man (John Wanamaker) of capacity taken charge.

The business was the same as before, the physical conditions were the same, the good-will, the manual labor the same, *but the guiding intelligence had changed, and now everything once more has prospered, and prospered as had never been the case before.—Colonel Theodore Roosevelt, former President of the United States, in an Editorial in "The Outlook," 1910.*

THE underlying idea of Mr. Wanamaker's great undertaking is to bring the producer and consumer into the closest possible relations; to offer the article wanted with the least possible amount of intermediate handling.

This idea of yours has greatly excited the town. I stand by you on the old proverb: "The greatest good to the greatest number."—*Colonel John W. Forney, in May, 1876.*



OLD HORSE MARKET INN

Southeast Corner of Juniper & Market Streets, Philadelphia, as it appeared in 1852.

CHAPTER XII.

STANDING in the store a few days after the new opening, John W. Forney looked over the two acres of dry goods, and said:

"This idea of yours has excited the town. I stand by you on the old proverb—'The greatest good to the greatest number.'"

"I shall always remember that morning. I had the privilege of being shown over the new store by the honored proprietor himself," wrote Dr. James R. Miller. "I never shall forget his happiness. He told me what he hoped the new store would do for Philadelphia. Goods could be bought a good deal cheaper in Philadelphia that day, he said, than the week before. People would not need any longer to go to New York to do their shopping. Instead of hurting other stores in the city, this new store would do them all good. It would bring new business to Philadelphia from all the surrounding country, and all the stores would get their share of this. It

would introduce new ways of trading and doing business, and all the stores would get a fresh impetus."

This "fresh impetus" was strangely manifested at first.

Opposition to the New Store and its New Methods—based on a misconception which confused broad revolutionary lines with narrow monopoly—asserted itself on the very day of the opening.

There seemed to exist a general belief among Philadelphia merchants that other stores would be put out of business by Wanamaker's. This feeling was exhibited in varying forms, that ranged from panicky apprehension to avowed hostility. It was not allowed full vent in print, yet one can fairly sense the situation by glancing back over some of the statements made by other Philadelphia stores at the time.

It meant war on the New Kind of Store.

A view of the battlefield, through the glasses of a newspaper file from 1877 to 1884, reveals much that is interesting and significant—each of the following excerpts being taken from the advertisements of competing firms during that period:

"We expect to retain and increase our present large trade by giving better value for the money than we have ever offered. Our cheap location enables us to do it. Our small expenses enable us to do it!" *(The Wanamaker system was lowering prices!)*

"On and after Monday, March 1, we will offer our entire stock of dry goods for cost for cash." *(A scared rabbit!)*

"Our cost-mark is:

DONT GIVE UP
1 2 3 4 5 6 7 8 9 0

"We will sell from today our entire regular stock at cost; as we give you our cost-mark any person can look at our tickets and find the exact cost of every item in our store, letters standing for figures as above." *(Were the "costs" too high to begin with?)*

"Our employes make it a point to give those who call polite attention." *(Another Wanamaker innovation bearing fruit.)*

"Dry goods at one price—that is, the price the customer and I can agree on." *(Not yet converted!)*

"Not selling for cost, but at prices as low as our neighbors' professed cost prices." *(The war was on!)*

"$50,000 worth of dry goods at twenty to thirty per cent. less than they formerly cost us to buy, being determined not to be undersold by any in the trade." *(What a compliment to the New Kind of Store—that its selling prices were 20 to 30 per cent. lower than the cost prices of another store!)*

This war of words ushered on the field of battle many a laughable attack, as now viewed, though there was then deep meaning behind shafts of sarcasm and ridicule such as these, taken from a mock-advertisement for the Store in the *Sunday Gazette* of April 8, 1877—the Wanamaker Store itself has never advertised on Sunday:

Billions of Millions!

more or less, of Ladies and Gentlemen, Boys and Girls, Spitzdogs and Poodles, have visited our Immense Emporium during the first week of its existence and the mammoth headquarters of Monopoly is now an established fact, and must remain a monument to the Gulli-

bility of the Public as long as there is a Public to be gulled. All of our Departments are thoroughly stocked with miscellaneous merchandise for Culinary Purposes, and our attendants are constantly prepared to wait on cash customers.

Something New.

Our incomparable combined Mince Pie Meat Cutter and Mixer, Onion Peeler, Potato Parer, Dish Washer, Fire Tenderer, and Front Door Answerer—a Triumph of Modern Mechanism, invented and perfected by Ourselves. This ingenious machine will enable Housekeepers to dispense entirely with servants. All that they have to do is to buy one of these Wonderful Machines, wind it up, set it going, lock up the house, come to our Emporium, and be happy.

Our visiting patrons may now obtain choice Southern shad, warranted to have been caught in seines made by Worth of Paris. His private business mark is stamped on every fin of each shad.

Ten Button Kid Lobsters.

A large line of these fashionable crustaceans has just been secured, being the unconsumed balance of an ancient fisherman's declining business—because we coaxed all his employes away from him.

Iron-Clad Crabs.

An improved and succulent variety of the Hard-shell species. These crabs are economical, one of them going a long ways, even in a large family.

Trained Oysters.

At an enormous outlay we have secured several large

beds of thoroughly trained oysters. These bivalves may be kept in cold cellars for any length of time. When wanted, the cook has but to whistle for them as though they were pet dogs. On hearing the familiar sound the educated bivalves come into the kitchen by dozens, open themselves, and jump into the stewing pan, or into the frying pan, as may be desired.

About the same time, the *Sunday Mercury* printed on its editorial page a three-column article ridiculing the Wanamaker System, and giving the store three months of grace before the sheriff stepped in.

Jests of this sort indicate active fermentation.

On March 11, 1878, one of the earliest Wanamaker canons was thus quietly accepted and reaffirmed by another Philadelphia store:

"These Opening Days are meant for visits of inspection, and no importunities to purchase will be permitted." *(Light was breaking!)*

On June 3, 1881, in connection with the Wanamaker Store's first advertisement of Morris chairs it was stated that "They were made in our own factory because the maker whom we had employed threw up his job under threat of a boycott if he worked for Wanamaker."

The fact that a hostile feeling long existed towards the store was thus reflected in its editorial of March 13, 1883:

"There is an impression abroad among shopkeepers that our success has been a hindrance to theirs. We think that impression a very natural one; we are not surprised that it is very general; but we think it transi-

tory, for nobody who compares the state of trade in Philadelphia in Centennial year with the state of trade here now, can entertain any such notion."

By 1884 the thunder storm of opposition that assailed the new business had become little more than a memory; but still a vivid memory, as appears from this Wanamaker Store editorial printed March 11th of that year:

"Seven years ago the winds of old trade customs were dead in our faces. Never did Kansas cyclones blow more fiercely. We could only do our best and trust the good common sense of the people to set things to rights. We have not been disappointed."

The war was over. There was still guerrilla firing at the New Store—yet it scarcely signified, for stores that had been foremost in opposition fell one by one into Wanamaker ways.

But when not actively fought, the store was quietly foraged on.

On January 14, 1890, extended reference was made to the plagiarism by other merchants of the Wanamaker advertisements:

"In one day seventeen quotations are found in the East and the whole advertisement was copied bodily in the West."

On January 28, 1895, in answer to a form of criticism still echoed, but more feebly:

"The first day's business of this firm was the small sum of $24.67, and inch by inch the business grew, slowly

making necessary capital, creating buildings, organizing systems, improving methods—under an iron purpose to be worthy of the City, and useful to its citizens. It is clearly, therefore, not the creature of capitalists, or the result of monopoly, but the natural growth day by day of certain principles, courage, enterprise and energy."

There was no gainsaying the fact that the Wanamaker System was more welcome to the public than to merchants.

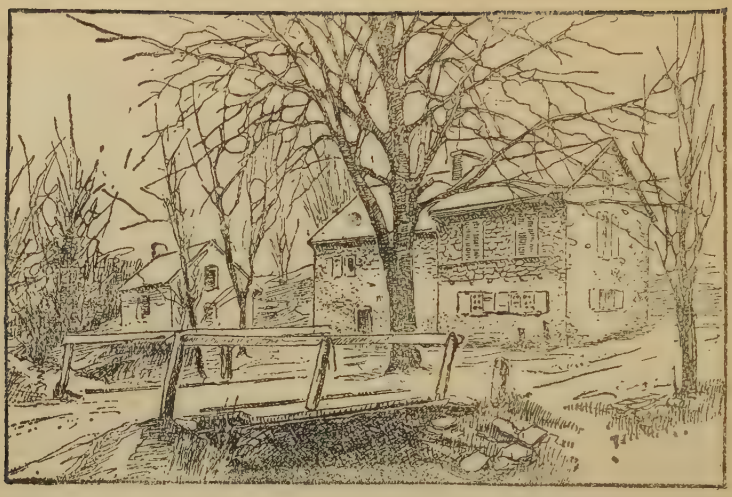
Business had never before been done this way, and some foolishly imagined that old customs could hold out against progressive and right methods.

Always there are those who think they can stop the world moving by imprisoning Galileo! "YET IT MOVES," as Galileo himself said the last time he was haled for heresy.

No better evidence of the influence of this second Declaration of Independence can be offered than this Wanamaker statement, made in 1900:

"Where there was one large dry goods store twenty-five years ago there are ten today—so well have the people supported the new codes and practices of business dealing. We have never sought to secure patents on our system; but, on the contrary, have given our best strength and experience to educate generals and soldiers of every rank for the mercantile army.

"We take pleasure in the success of everybody in business, and even when instant duplication of our methods is attempted, we hope that tomorrow we shall be as fresh as today, and shall be in the future as in the past, attempting to do what has hitherto been unattempted."



RITTENHOUSE PAPER MILL, GERMANTOWN, PHILADELPHIA

Built seven years after Penn founded the City of Philadelphia, and still standing.

CHAPTER XIII.

AS a rule, the public decides whether or not so-called public service *is* public service. People test it by studying the division and application of profits.

During the first sixteen years of its existence, the Wanamaker business evidently stood the test, for on the opening day of the New Kind of Store, March 12, 1877, more than seventy thousand persons crowded the place, and the way salespeople were constantly kept busy proved that these visitors were not mere sightseers.

A leading newspaper said next morning:

"From the hour the doors were thrown open yesterday morning until they closed at 8 o'clock in the evening, a constant stream of sightseers and patrons thronged the vast building. At an estimate based upon a count made for one hour, 70,106 persons visited the establishment yesterday. The building was so jammed at one time that

Mr. Wanamaker seriously contemplated closing the doors, and allowing only a limited number in at one time. The number of employes in the building yesterday was six hundred and fifty-four, and only by the most assiduous industry were they able to wait on all the customers."

All was so different from anything before seen or heard of that even the doubters couldn't help wondering.

"Just as if the Centennial had come to life again!" exclaimed one man, who made a grand tour of the twenty-odd departments.

As a matter of fact, he was attending the christening of something greater than any mere exhibition.

The christening of CO-OPERATION *in trade.*
The application of MUTUALITY *to merchandising.*
The elimination of time, trouble and uncertainty from buying.

These three giant levers have lifted into being the granite home of trade in Philadelphia and the twin stores in New York.

ULYSSES S. GRANT
1822-1885

"It takes as much generalship to organize a business like this as to organize an army," said General Grant, standing in Wanamaker's a few days after this opening.

He left the White House on March 4 and came at once to Philadelphia to visit his friend, George W. Childs, before starting on his famous tour of the world. It was the clothing department of the New Store that uniformed Grant for that memorable journey. As Mr. Childs tells it:

"In making his preparations for this tour General Grant had no idea of the reception that awaited him, and it was only on the eve of his departure, while he and Mrs. Grant were my guests, that I suggested the necessity of his taking his uniform and sword. Uniform General Grant no longer owned, but one we soon got at Wanamaker's, and his swords were all deposited in Washington, but one was hastily sent him."

A month after the opening came the first "Opportunity Sale"—an event that carried its full meaning in its name. In orderly procession followed "Partial Inventory," "Midsummer" and "Early Fall" sales, each offering special advantages in keeping with changing styles and seasons.

Before Wanamaker's, styles had been more or less regulated by the condition of existing stocks. If a certain merchant was overloaded with certain goods, he sold these as the "latest," and those who could not keep posted were accordingly misled.

In October, 1877, the Grand Depot announced "Ladylike costumes, cloaks, coats and wraps from Paris, Berlin and elsewhere." This was the first time Paris modistes and tailors had been represented in America in a large way, and it prefaced the present-day Wanamakerism of showing new fashions SIMULTANEOUSLY with their advent in foreign capitals. Today the Wanamaker Stores are actually fountainheads of fashions in America.

To make room for internal expansion was an immediate problem of the New Kind of Store.

In 1877 an alley, called Kelly street, still divided the square between Market and Chestnut. Growing pains were already being experienced. So, very quietly the store set to work to discount coming conditions.

From a worthy negro was purchased the house at 1313 Chestnut street, and before anyone knew what was being done, Kelly street had been bridged and an arcade entrance from Chestnut constructed.

Philadelphians could hardly believe their eyes when they beheld this change that heralded a day when Kelley street should be declared an obstacle to progress and confiscated as such; when the whole north side of Chestnut street, from Thirteenth to Juniper, would be part of the store that kept making ten-league advances during 1878.

That year saw the first of the now-famous Mid-winter White Sales and the inception of the hosiery department, the china store, and a special department for little children's clothes.

In May a special day was set aside for "little fellows," this being the forerunner of the Wanamaker CHILDREN'S DAY, started in November, 1880, and destined to develop into one of the vital phases of this Industrial Endeavor.

About this time the store gave full expression to its place as something more than a trading mart, by keeping open one evening for the sole purpose of letting people see its sights—no business being allowed.

And the night after Christmas, 1878, it gained for itself a new page in the history of universal progress by becoming the FIRST STORE EVER LIGHTED BY ELECTRICITY.

At a cost of $10,000 in money and of daring enterprise—for only "fanatics" and "cranks" then thought electric lights would prove practical!—eight dynamos had been installed to supply the current, and when the power-juice was pumped into the carbons by these queer contraptions, the effect startled thousands.

Twenty-eight arc lamps made the interior almost as

light as day, and gained praise and wonder from newspapers and the public. One well-known business man spent several hours in the store "waiting for the lamps to go out," as he was plumb-sure they must!

The electric lamps lighted the way to expansion in every department, and in the autumn of 1879 the floor space occupied by the business totaled 4 11/100 acres, and there were 40 distinct sections.

They lighted the way also to one of the most important and widely copied of business innovations—full-page advertisements in newspapers. For in December, 1879, during the great reception given General Grant on his return from girdling the globe, Wanamaker's first made consecutive use of this now generally adopted publicity measure.

Five months later was introduced the "Wanamaker style" of advertising. The old-fashioned sort that had undergone few changes since Franklin's day was replaced with real news, written in plain, straightforward language, and printed in clear, readable type. This in place of prosaic statements repeated from ten to a hundred times, and set in whatever form pleased the printer.

FORWARD, MARCH!

The year 1880 marked more pioneering.

For the first time in any store, pneumatic tubes were installed as cash carriers.

For the first time in any store—on November 20—a CHILDREN'S DAY was inaugurated.

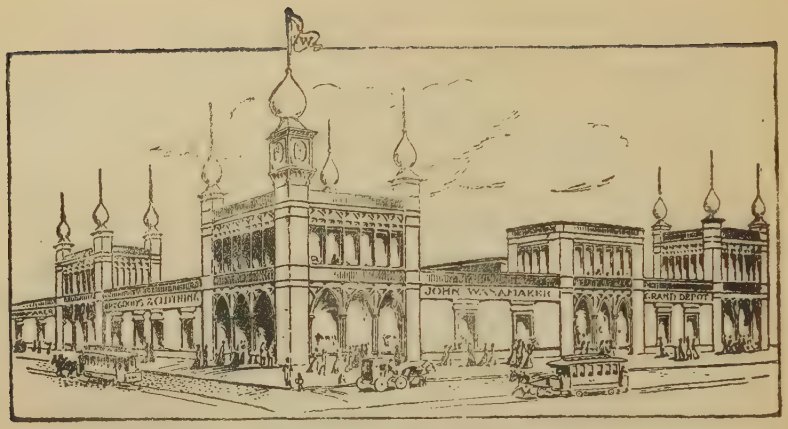
For the first time an American general store opened an office in Paris "as a permanent facility for buying goods and executing commissions within the scope of our business."

Of these three big innovations, Children's Day must rank first. As a correspondent has said:

"It was your store that gave us Children's Day. We all know what a hard lot children have, even under the best circumstances. They are considered a nuisance. Hotels don't want them; landlords taboo them; the building up of the city is robbing them of all their playground —they can't even play ball or shinny in the squares!"

"Everywhere the child of today is *persona non grata*—in other words, a sort of nuisance. Your store has changed that. Thousands of little ones get their first lessons in self-respect from the courtesy it extends them. It gives them entertainment; it gives them education; it throws an awakening light into their hearts and souls."

That year—1880—many new departments were added —chief among them jewelry and carpets—and the number of employes increased to nearly 1600.



WANAMAKER'S OLD "GRAND DEPOT," PHILADELPHIA

As Reconstructed from the Old Pennsylvania Freight Station, during the Philadelphia Centennial, 1876.

CHAPTER XIV.

WANAMAKER'S was no longer a store, but a little city in itself—a city of countless opportunities for each of the two classes into which all men are divided, —buyers and sellers.

Let us view it at this stage through the eyes of Editor Forney, who in 1881 wrote in the Philadelphia *Press:*

> The phenomenal growth of the Grand Depot marks an era in the history of trade, plainly pointing the way which the business of the future is destined to pursue. The establishment occupies the square between Thirteenth and Juniper streets, on the south side of Market street, extending through to Kelley street, with an arcade reaching to Chestnut street. The Main ground measurements are 374 feet north and south by 250 feet east and west, besides the arcade and adjoining premises occupied by the business. The ground floor of the depot measures 2½ acres, the largest

single floor area devoted to business purposes in the world. The gallery and basements together also measures about 2½ acres, making 5 acres all told, packed full for the most part, from floor to ceiling, with the choicest products of mill and factory, furnace and the forge, workshop and the studio.

JOHN W. FORNEY
1817-1881

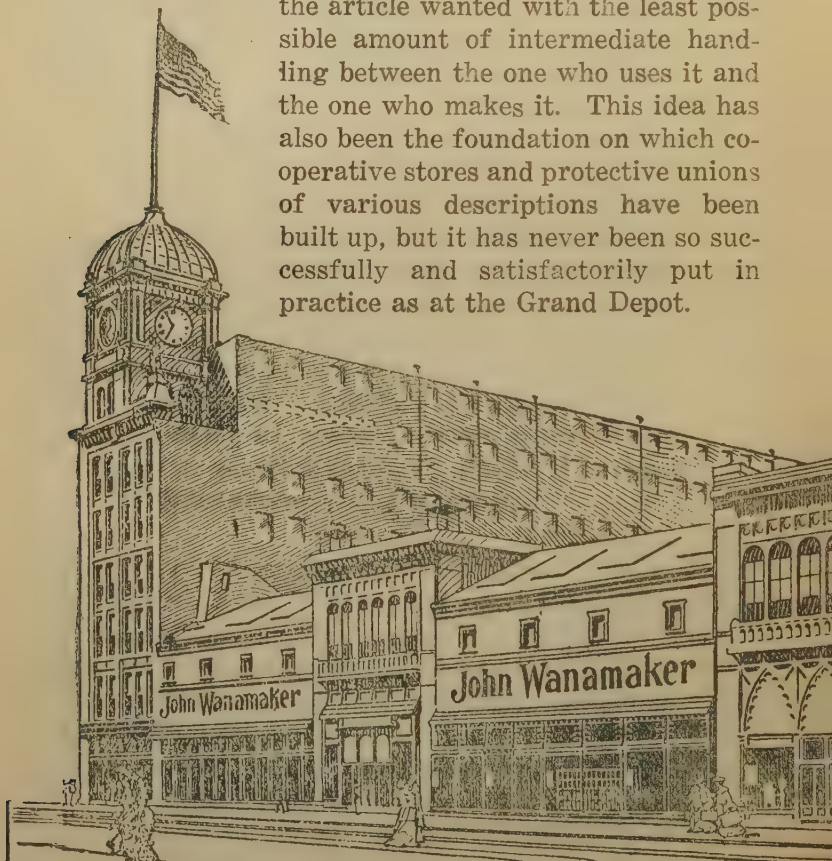
To enter the depot at Chestnut street and proceed straight through the main avenue to Market street involves a walk of over 180 yards, and there are very few public avenues in the greatest cities where so many people will be encountered and so much worth seeing will be met to attract the eye. On an ordinary business day there will be 2500 people an hour passing both ways under the clock at the entrance of the Arcade, and during a pressing season, as about Christmas time, it is within reasonable limits to say that a throng of 40,000 visitors surges through the main avenue daily.

As is very commonly remarked, a view of the main floor from the antique gallery west of the Chestnut street entrance strikingly recalls the Centennial Exhibition. There is the same width of display extending about as far as the eye can reach, the riches of the world brought together from all lands, and representing all departments of art and industry, tastefully arranged to be shown with advantage. There is the same sense of spaciousness and, what is specially noticeable, the same ample illumination, the whole place being light, bright and cheerful.

Such a general view will show that most of these

departments, 46 in number, are arranged in circles about a common centre. This centre is the heart of the establishment from which a vital tide flows to the extremities of the sales counters in a steady current during business hours.

The underlying idea of Mr. Wanamaker's great undertaking is to bring the producer and the consumer into the closest possible relations; to offer the article wanted with the least possible amount of intermediate handling between the one who uses it and the one who makes it. This idea has also been the foundation on which co-operative stores and protective unions of various descriptions have been built up, but it has never been so successfully and satisfactorily put in practice as at the Grand Depot.



WANAMAKER'S AS IT LOOK

> The methods by which this success has been attained are simple enough, as the methods of all great enterprises necessarily are. The watchwords of the business are Veracity, Courtesy and Accommodation, and these are made effective throughout the establishment by means of Organization, Order and Discipline.

Inauguration of the Art Gallery early in 1881 added another watchword—"ART"—to the business.

Up to that time nearly all stores had confined their decorative efforts to the use of gaudy chromos sent to them to advertise various sorts of goods.

Art and business were looked upon as first-cousins only in the sense that they could not wed!

Wanamaker's denied the allegation and laid the foundation for one of the most notable of picture-treasure-

1st. 1904, FROM CITY HALL

houses. This phrase fitly describes the present Philadelphia store, wherein hundreds of the best modern paintings—most of them selected from Paris Salons and many world-famous—are hung for the enjoyment and education of the public. And now none would even think of trying to divorce Art and Business thus happily mated!

In 1881 Wanamaker weather indications were first printed, and they proved more correct than those issued by the government. The optical department was opened; Morris chairs and gas stoves were first sold, and the store began making all the mattresses it offered, because excelsior and shavings had been found between the layers of hair in those bought from manufacturers even of excellent reputation.

Spreading further along Chestnut street, the store occupied five additional houses in December and the holiday shopping crowd was record-breaking.

"We hope never again to have to close the entrance doors for the protection of those within," read one of the advertisements that month.

About that time a hole was cut in the roof—not as an additional entrance! Airships had not yet come.

The story of that hole is the boiled-down story of the Wanamaker Industrial Endeavor from its beginning in 1861 to its present prestige.

The hole was cut directly above the Black Dress Goods section.

One who has tried to examine or select black goods by artificial light needs not be told the purpose of this glassed space.

"But how could customers compel such an advantage?" may be asked.

They could not. All they could do was to accept and use it, for the idea originated on the other side of the counter—the store's side.

It was a concrete example of al' that Wanamaker's stands for—letting in the light.

"LETTING IN THE LIGHT"—the story of this business in five syllables!

More light was let in the next year by the addition of more Chestnut street stores, and along with the light came a larger supply of fresh air, furnished by ventilating fans that forced 5000 cubic feet of outdoors through the aisles every minute. Stair-climbing was eliminated by elevators.

"Book News," now the leading monthly book review, was started in this year—1882.

In two years the business had doubled. At Christmas time in 1882 the employes numbered 3292, and the departments included under one roof were as follows:

Silks, Black Dress Goods, Flannels, outer garments for Ladies and Children, Dresses for Ladies and Children, Furs, Shoes, Underwear, Corsets, Skirts, etc.; White, Goods, Hosiery, Laces, Ruches, Collars, etc.; Hamburg Embroidery, Gloves, Millinery, Ribbons, etc.; Men's Furnishings, Hats, ready-made clothing for Men, to order clothing for Men, ready-made clothing for Boys, to order clothing for Boys, Jewelry, Engraving and Frames, Books and Cards, Linens, Muslins, Umbrellas, Harness, Saddlery, Silverware, Fans, Toilet Articles, Toys, Trunks, Bags, Rubber Goods, Artists' Materials, Upholstery, Mattresses, Furniture, Carpets, China, Kitchen Furnishings.

Early in 1883 five more sections were added, the room being provided by ten more buildings on Chestnut street, and the block was now solid Wanamaker from Thirteenth to Juniper and from Chestnut to Market street.

This gave an unbroken area of 250 x 488 feet—and the immensity of the space may be gauged by the fact that, if numbered in accordance with the city plan, Wanamaker's Philadelphia Store today would be entitled to 55 building numbers on the four streets it faces.

HENRY PRATT

Tracing back the ownership of this land, one finds that Henry Pratt came into possession of the northeast corner of Juniper and Chestnut streets, by patent, dated the 2d day of November, Anno Domini One Thousand Seven Hundred and Eighty-seven, from The Supreme Executive Council of the Commonwealth of Pennsylvania, under the hand of Benjamin Franklin, President.

Subsequently—on the 31st day of March, A. D. 1796—he acquired title to the balance of the real estate facing on the north side of Chestnut street, from Thirteenth street west.

The north half, fronting on Market street, came through a number of owners; among whom were John A. Brown, the great banker; Henry C. Townsend, Guardian and James Dundas, Trustee, and was sold to the Pennsylvania Railroad about the time (1853) that it procured the middle section of the original Grand Depot plot from the estate of Thomas Kelly, to whom it passed through a few hands from Henry Pratt.

The fee of the soil to Kelly street, a 15-foot wide alley, extending from Thirteenth street to Juniper street, at the distance of 200 feet from Chestnut always remained in

Henry Pratt and was sold by his estate in 1881 to Mr. Wanamaker, at which time proceedings were instituted through the Court of Quarter Sessions of Philadelphia, complying exactly with the law by neighborhood juries, etc., by which this alley was permanently closed, it being of no further public use and the title to all the properties abutting thereon having become vested in one owner.

The old deeds for this old Grand Depot property are interesting reading. In the chain of title to some of the ground is included the names of the Pratts, the Perots, the Lardners, the Ewings, the Bartons, the Merediths, the Dundas's, and other names familiar to Philadelphia.

The year 1883 was one of varied growth and expansion. June first the actual value of the stock was $2,500,000—a mint of merchandise. The floor space was now eight acres; the Mail Order Bureau was receiving and answering an average of 1000 letters daily and Buyers for the store went to Europe by the half-dozen. The ventilating system was so enlarged and perfected that in summer the store temperature was many degrees cooler than the air outside.

The following year was marked by an incident of great significance, told in the Wanamaker advertising November 5, 1884.

In the store was an India shawl priced at $650.

After examining it, a prospective purchaser said she would look elsewhere, before buying.

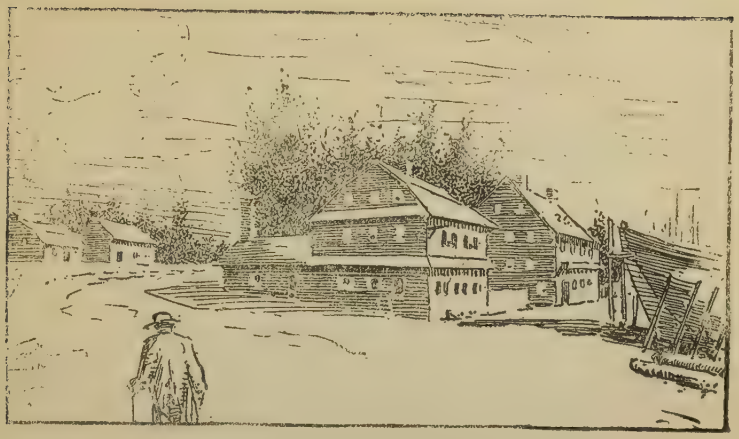
She came back within an hour, telling of a $750 shawl in another store which had been offered her for $600. She asked for a similar reduction and insisted that the matter be left to the head of the house.

"I would knock the end of the store out first," was the reply sent back to her.

She bought the shawl for $650!

On October 30th a Bureau of Information was started, and about that time was printed this brief biography of the Wanamaker book business:

"September, '77, $10 worth of children's books bought and placed at the end of a counter; November, '78, $1000 worth brought in; in '79 the largest sales of any day, a trifle over $1000; in 1880, a little over $2000; in '81, something over $3000; in '82, over $5000; in '83, about $8000, and in '84, about $10,000."



PENNY POT HOUSE
Front and Vine Streets, Philadelphia, One of the First Inns in the City.

CHAPTER XV.

IT was in 1885 that people began to call the store "Wanamaker's" instead of the Grand Depot. At that time it was accurately estimated that Wanamaker's was selling one-seventh of all the linen handkerchiefs brought across the sea—which indicates the amazing size of its retail output. A year later it was figured that 21½ per cent. of the linen business of the United States was done in this one establishment.

Long had the question of a Saturday half-holiday been discussed. Pros and cons were as plentiful as dust in a drouth, and the matter might still be mooted but for the Wanamaker announcement on April 29, 1886, which read thus:

"The Saturday half-holiday has got to be settled. After July 4th we shall close at 1 o'clock on Saturday afternoons."

This ended an economic controversy. Again the store was pioneering. Other stores quickly caught step and soon the reform became an unwritten law in Pennsylvania and other States.

Here, as on many another page of this history, is seen the shadow of something bigger and better than mere money profits.

In another way 1887 was a memorable year. In September the Centennial of the adoption of the Constitution was celebrated. In that part of the old building where the Jewelry Store now stands, an old Philadelphia shop, which stood in 1787, at the corner of Pine and Water streets, was reproduced. On the second floor was a cottage furnished as an antique home, also Gothic and Moorish rooms. On the first floor were looms making silk, knitting machines making stockings, women dressed in Revolutionary costumes spinning flax, old-time shoemakers and other exhibits.

Exhibits of historic and educational value have always been among the store's most helpful features. From year to year it has been a sight-teacher of history, industry and the arts.

Passing the 5000 mark for employes in 1888, Wanamaker's in 1889 proved its worth as a first aid by collecting, packing and forwarding without cost contributions for the sufferers in the terrible Johnstown flood. At that time the delivery service included 68 wagons and trucks and 121 horses—automobiles not yet being adapted to delivery purposes.

This entire distribution force was in line on the morning of November 11th, when a parade made up solely of Wanamaker wagons was held in honor of the delegates to

the Pan-American Congress then meeting in Philadelphia—"a scene which so impressed the delegates that they broke into hand-clapping," according to the *Evening Bulletin.*

During the sessions of this congress, the Wanamaker advertising discussed "The relation of the retail merchant to the business system of the period," "The applied science of retailing," "The possibility of a great retailing house supplying amusement, inspiration, convenience and some degree of culture to the community;" and displays were made of rare goods, American dress materials, sewing silks, art needlework and Philadelphia-made carpets and rugs.

Now the store had reached such pre-eminence that New Yorkers actually overcame their ancient and laughable prejudice against Philadelphia by coming to this city for the purpose of shopping at Wanamaker's. The magnitude of the business is shown in the record of a sale held in January, 1890, when 11,850 pairs of women's stockings were sold one day before three o'clock.

They had been advertised the Wanamaker way.

And this year must be remembered as the one in which the permanent Paris office was opened.

Sixteen acres of floor space in 1892 tells of advancement unparalleled.

FORWARD MARCH was still sounding, as it does to this day and hour.

The store had been a Centennial annex in 1876, and in 1893 it was a miniature World's Fair.

Many rare and beautiful things later exhibited in Chicago were first shown at Wanamaker's, among them a remarkable portrait in damask of Columbus, woven in the

Linen Department on a loom sent from Prussia for the purpose.

The famous painting, "The Conquerors," showing the great conquerors of the world, riding over the prostrate bodies of their victims, which had been the sensation of that year's Paris Salon, was added to the collection of fine paintings, among which it still ranks as one of the most impressive.

Wanamaker's was the first store to give due recognition to home products—and on January 2, 1894, it announced:

"We will put our organization at the disposal of Philadelphia manufacturers to distribute Philadelphia-made goods, of the grades we sell, whenever we can get back the bare cost."

Prevailing dull times occasioned this offer, which was eagerly accepted by many an overstocked manufacturer.

Rarely have dull times interfered much with the progress of these stores. As someone once said, "Wanamaker has murdered dull times"—a far better thought than that which connects Macbeth with sleep!

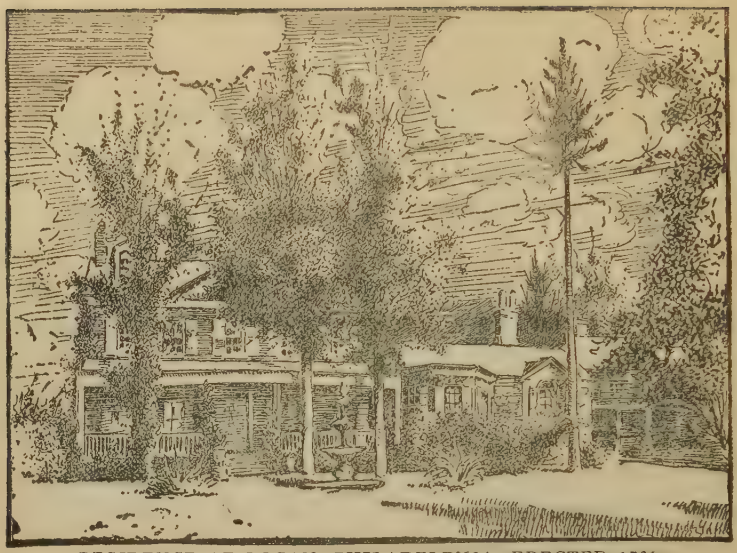
An exposition extraordinary of the monarchs and beauties of the world, such as had never before been seen in America, was opened on Wednesday, March 7, 1895. While large paintings predominated, there were of exquisite miniatures alone between five and six hundred.

In October of 1895, the approaching prospect of a store large enough for the growing business was thus voiced in a signed editorial:

"That we need a larger and better building than this strong old patch-work structure, which people feel so

much at home in, is quite true, but we do not know how to get it while the flocks of people are coming and going from morning until night. Since last spring we have expended in improvements over $64,000, which in itself is enough to build a good-sized dry goods store."

That this was not a fancied need may be gained from reviewing a few store figures for 1896, when in January $224,000 worth of furs was placed on sale at one time; in May five carloads of women's shirtwaists were delivered to Wanamaker's in one order; in September 48,000 linen collars for men and 4000 pieces of plated silverware were offered, and in November twenty miles of new and pretty ribbons were advertised.



RESIDENCE AT LOGAN, PHILADELPHIA, ERECTED 1736
Used as Cornwallis's Headquarters in the Battle of Germantown.

CHAPTER XVI.

ON September 29, 1896, came an announcement that surprised the whole buying and selling world.

The old and famous A. T. Stewart business in New York had been bought and was to be made a part of the Wanamaker System.

The immensity of this transaction, which was made with as little flurry as usually accompanies the opening of the front door, and its meaning to prevailing mercantile conditions were set forth as follows in the editorial columns of the New York *Times* on November 19:

"Within the last 45 days stocks aggregating at retail value $3,000,000 have been gathered for this New York Wanamaker Store—the combined stocks of the Philadelphia and New York stores today amounting to $6,850,000. The revival of this great business meant work for facto-

ries that would otherwise be shut down; meant occupation for thousands who otherwise would have been idle; and it means that in the face of all the grumbling about hard times there has been one man so well convinced of the renewal of prosperity that he takes unto himself a duplicate business of one whose astonishing proportions would stagger the average merchant."

In 1896 came the founding of the John Wanamaker Commercial Institute, an educational force still unique in the history of storekeeping, and one that has grown with the years until it deserves the space devoted to it in another part of this Golden Book—the chapters on EDUCATION. To unnumbered thousands Wanamaker's had long been a school, and now it was to become a veritable university for the members of its big family.

Celebrating the Twentieth Anniversary of the move to "Centre Square," a signed editorial printed early in 1897 said:

"A large slice of our little fortune was lost in establishing this new system of business. Slowly, very slowly, our plans unfolded, and gradually other stores, one after another, began to take our unpatentable forms and principles. We are glad to see what are termed 'Wanamaker Innovations' creeping into the general storekeeping of the nation. Instead of hurting the business of the city, as many predicted, the large stores grew larger, and the small stores greatly increased in number, as is apparent to any observer."

The closing days of 1897 brought an announcement almost as interesting to the public as to those directly concerned.

"Every cent of profit on the excess of the whole month's business over that of December, 1896," it said, "shall be set aside for division among our salespeople.

"This is not profit-sharing nor an eking out of salaries, for salary lists here are the one thing we are liberal with—it is actually turning a lively business over to the benefit of our helpers for a part of the days."

This was not an idle offer, for that December's business in the Philadelphia store distanced any previous month in the Wanamaker history, the sales-slips Monday before Christmas numbering 94,658—some of them holding as many as a dozen items—and 36,616 parcels being delivered in one day.

FORWARD MARCH was still the order of the Wanamaker day.

And while the soldier-boys were gladly answering the same order in 1898, when Cuba's call for help was heard and heeded, Wanamaker's did its part by supplying linen for the transport service and heavy white duck for Marine Corps uniforms, and by keeping on full pay all of its employes who enlisted in the United States service.

Then, when the women of Olympia, Washington Territory (now a State), wanted to show Admiral Dewey how they felt about his brilliant exploit in Manila bay that had changed the world's map, they turned to Wanamaker's for the superb set of table linen given him for a Christmas present.

It was made of the "very finest plain satin damask that could be purchased," and the *Weekly Olympian* said: "Mr. Wanamaker is the only man who was allowed to contribute, which he did by letting the ladies have the goods almost at cost."

The Philadelphia store's progress in 1899 was marked by another revolution—this time in the field of music.

It was a piano war.

Just at the outbreak of the American Revolution in 1775, John Behrent had built in Philadelphia the first piano made in this country.

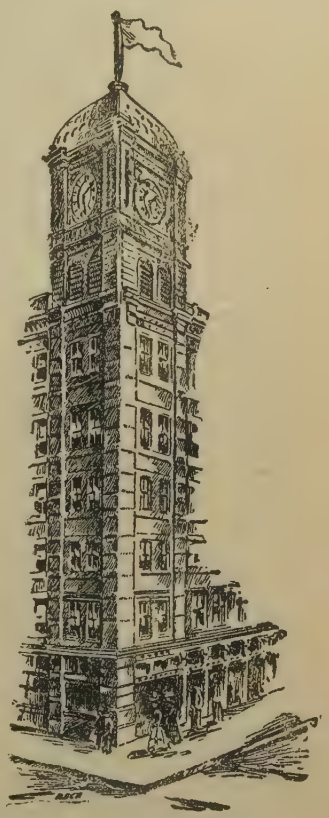
Not long afterwards the first man to receive a United States patent for a piano improvement built here the earliest American piano factory, and until 1836 this city was the national center of the industry.

Into the retail branch of this industry now entered the Wanamaker Piano Store with its iconoclastic methods.

Until April 15, 1899, such a thing as a fixed price for a piano, marked in plain figures, was rarely known. On that day the Wanamaker Store entered the piano trade flying this banner:

> One price to all; no favoritism; the lowest possible price; and music in as many homes as possible.

Of course this caused consternation among piano dealers who had not sensed the spirit of the times—the "Zeitgeist," as the Germans call it.



CLOCK TOWER
13th & Market Streets, Corner of the Old Wanamaker Store, Philadelphia, in 1901.

But the new system quickly justified itself, and now nearly all piano trade organizations have adapted themselves to this particular brand of fair-dealing that has made the Wanamaker piano business the largest in existence.

Official recognition of Wanamaker business methods as original and epochal was voluntarily bestowed in November, 1899, by the *Dry Goods Economist,* which said:

> "Few developments of the latter portion of the present century are more remarkable than the change which has come over the methods by which the products of the mill and factory are placed in the hands of the consumer.
>
> "The method of conducting a retail business has been revolutionized, and the retail merchant, the storekeeper of today, has no more affinity with his forbear of forty years ago than the incandescent bulb has with the tallow 'dip.'
>
> "The credit for originating and first adopting many of the modern methods of retailing is claimed—and justly, we believe, it will be generally admitted—by John Wanamaker."

"Modern methods of retailing" were being reinforced by ultra-modern methods of dealing with employes and helpers, as witness the sending of the store boys to a seashore camp in the summer of 1900—the first time such a thing had ever been done.

This marked the beginning of an epoch in the Wanamaker Store's educational side, which is described in detail elsewhere.

The Silver Anniversary of the New Kind of Store (dating from the Centennial opening in the old Grand Depot in 1876) brought forth this retrospect, which

formed an editorial written by the Founder in the Philadelphia Store's advertising on March 11, 1901:

> *"This store today is itself the best Essay on Business that we are capable of making (Thus far)."*
>
> *"The first chapters began with the fixed purpose of finding and founding a more worthy, honorable and upright Commercial Standard."*
>
> *"The past 25 years formed 25 full chapters, all stereotyped and in sight like a book, always open to the people for attentive, frequent, critical reading and study."*
>
> *"There is only one Best, and the approach to it is not by guesses or jumps."*
>
> *"What we have done is not nearly as well done as we intended, nor done as well as we hope and believe it shall be."*
>
> *"Some may see but little of the labor of years where it has most to do with foundations."*
>
> *"Be it remembered, however, that certain well-considered ideas and principles, set in operation here since 1876, have been well proven to be of successful application to general business."*
>
> *"And further—we have become a Chart and Compass to thousands of business men in regulating the helm of conduct of business affairs."*
>
> *"Any man—in any age—may be both content and thankful if able only to point the way."*

Later in the month was written:

"And what of all this 25 years' work along new lines? It is only fair to say that it must be apparent that whatever good may have come to individuals who have profited through large businesses of storekeeping it is altogether insignificant when compared to the good brought to the people as a whole."

As a farewell for that Silver Anniversary month came this advice to young men, from the Founder:

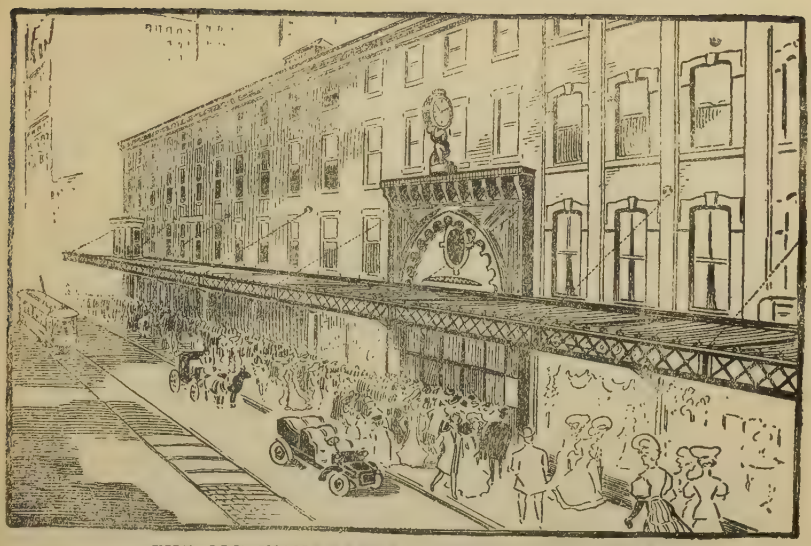
"While I am not attempting to instruct my seniors, there are *young* men I might possibly help to success. Positively I would like to do *that*. Why not?"

"Is not the world large enough for us all? To have forethoughted the consolidation of many stores under one roof was not so wonderful. Better always watch what is in the air. The old Depot store, that was once thought so big, is but a shoestring compared to the plants of the Standard Oil or the Federal Steel Companies. 'The sun do move,' old black Uncle Jasper insisted. Why should not individual ownership be permitted to grow peaceably and equally with industries that are bunched into trusts?"

"Do let us think and talk plainly. Pick at the big stores if that pleases you, and if you have the time to give while others work—and, if you choose, tax them next door to death. What is the use of the farmer storekeeper growling because his cow cannot trot like a horse? Or why throw away your pen-knife because it is only half pen and won't write? But we are not going back to hand-loom weaving or the use of cobblestone pavements in America."

"Rather let us ballast our boat, balance ourselves, and pull out to the open sea where there is room for all. There is much more success winable for those who go after it in the right way than ever before."

"Step forward with a clear head and use your will-power early in the morning. Say good-bye to wobbling. You can learn a great deal with your eyes that is not to be found in books. If you mean to be a merchant or if you are puzzling over what you will be, feel free to spend as much time as you like, whenever it suits you, especially these Silver Anniversary days, in studying the store and finding out how it provides for Philadelphians."



THE OLD WANAMAKER STORE, PHILADELPHIA
Chestnut Street Front, as it appeared in 1898, showing the Arcade Entrance.

CHAPTER XVII.

FEBRUARY 22, 1902, must always remain a shining light in the history of this unique Industrial Endeavor that has helped to revolutionize retail trade throughout the civilized nations.

On that day—the 170th anniversary of the birth of Washington—was turned the first spadeful of soil to make room for the foundations of what is now the largest, strongest and safest store building in the world.

Following a Wanamaker innovation now standardized among builders, work on the first section of the new store in Philadelphia did not interfere with business in the remaining three-fourths of the old square of buildings.

Guided by the Founder's right hand, the first steel pillar was set in place July 11, 1904, and the following year saw the first section of the tall granite building completed and occupied, while work on the second section was going on.

That was the year of the World's Fair in St. Louis, commemorating the purchase of Louisiana from France in 1803, and the Wanamaker Store's part in the wonderful exposition was acknowledged in the following telegraphic message received the day before the opening:

John Wanamaker, Philadelphia: The Louisiana Purchase exposition opens tomorrow, with every principal building completed, and with more than 90 per cent. of the exhibits in place, a record of advancement upon the opening day unequaled in the history of anniversary expositions. The publicity which you have given in the home of the first great Centennial celebration to the Louisiana Purchase Exposition, which is the latest great centennial celebration in the life of our common republic, is cordially appreciated.

DAVID R. FRANCIS,
President.

A fitting echo of the seventeen guns fired in Centre Square—part of the store's present site—to celebrate the Purchase in 1803!

In the same year, General Kuroki, commanding the Japanese army in the war with Russia, replied by cable as follows to the store's query as to the secret of Japan's military success:

TOKIO, May 10, 1904.
Wanamaker, Philadelphia:
Success our army due loyalty, patriotism; thousand thanks. KUROKI.

Another notable Wanamaker event of 1904 was the showing in the Philadelphia and New York stores of the marvelous new metal, radium, then newly discovered. This was the first exhibit of radium in the United States.

In 1905 came a most important advance by the Mail Order Bureau—the inauguration of continuous telephone service night and day. This was the first store in the world to take such a step.

On Saturday, December 2, 1905, at 23 minutes past 11 in the morning, Mr. Wanamaker personally set in motion the power plant of the new Philadelphia Store on Ludlow street near Thirteenth, and on December 20 "The First Christmas Illumination of the New Wanamaker Building" was the theme of this signed editorial:

"Compare, if you can, the old freight station's miserable gas lamps with tonight's mighty blaze of electricity shining from the 363 windows of the little section of our new building on less than one-fourth of the block at Juniper and Market streets.

"Picture, if you can, how the whole place will look when the other sections are completed.

"Back of the light—*electricity.*

"Back of the electricity—*dynamos and engines.*

"Back of the dynamos and engines—*MIND.*"

The opening of the first section of the new Philadelphia Store in March, 1906, was celebrated with a gathering of the Wanamaker business family, whose members were addressed as follows by the Founder:

This day is a notable one in our history. Many of you have as much pride and pleasure in it as I. I mean all those who have stood together with me from the first in working out the plans new and large for this business. From the bottom of my heart I thank every one of you for the honest endeavor and heroic effort you have put forth to make possible this hour of victory.

"What did you do at the Battle of Waterloo when the conflict was on?" Dr. Cook asked an old gunner. "I stood by my gun," the soldier replied.

Right nobly have you stood by the guns, fighting for a new system of mercantile business. Ravens and croakers for years flew along Juniper Lane, but the Lord God of Elijah still lived and never failed to feed and lead amid many discouragements.

The ideas underlying this business date back forty-five years. They were hatched out of an experience down Market street, on the spot where the old Schuylkill Bank failed. The first undertaking built its nest in a corner box, not larger than the chicken coops of the Old York Road country seats of these days.

The beginning was but a spool of thread such as the first wire bridge began with at Niagara Falls. One string carried another always heavier and stronger until the great steel cables were over the Rapids to hold up the massive structure, then the most famous bridge in the world.

Where we stand to-night, the old mules of the Pennsylvania Railroad Freight Department were the motors that did the pulling and hauling from 1853 to 1874. A plucky individual turned out the old sleepy streams of beasts in 1874, and demolished the unsightly sheds the first week of 1876, and before the end of April the Centennial Exhibition had a rival in the store that had been created in less than four months.

The wonder of Philadelphians when they woke up to find that they had a store as big as a great Pennsylvania Railroad Depot with an entrance through a Chestnut street brick house of an old colored man (bought to be pulled down to make passage-way direct to Chestnut street) was as great as the wonder of the visitors to the Centennial Exhibition.

But marvelous as that store was—at least hundreds of thousands of people said so during the Centennial

year—it was still only a little thread, pulling after it in 1877 great cables of hard-twisted mercantile invention, intention and initiation, entirely transforming the place into the Grand Depot, the first New Kind of Store.

This carries us back to 1877, our first business 12th of March. There were crowds of people lining up along Market and Thirteenth and Juniper corners those days to see the new thing go to smash—but it did not. It was a stubborn thing, full of vitality and totally unkillable. Instead of going to pieces, it grew steadily and rapidly into the public confidence, and became a great public necessity. This locality, condemned as too far west, soon became the city's favorite shopping place and a public thoroughfare. Independence Hall was the only other City building as popular as the Grand Depot. Now, like Thomas Jefferson's house where the Declaration of Independence was written, it has to be snuffed out to give place to a new structure demanded by the people.

Whoever thought that we could be so wedded to these old sheds and rafters under which we lived happily so long!

How hard it has been to see them disappear!

Yet it is the lesson of centuries that we must learn.

The old must go and the young must step into their shoes.

In the old French castle at Pau, the huge turtle shell used as a cradle by the mother of her kingly son Henry of Navarre is still to be seen.

The little left of our old patchwork structure shows the cradle in which for thirty years we have rocked a growing giant. To-night, entering upon his young manhood, you have come to escort him to the corner gateway of his new lodgings wherein he may continue his growth.

Mushrooms grow in a night; so do graceful willows; but not banyan trees whose roots reach down to the deep rocks. This business banyan tree sends its roots into the

water and the rocks and lifts its head high up to the light.

This very same Twelfth day of March, thirty years ago, witnessed the installation of a new order of business in Philadelphia.

There are none who can say that there ever was in this or any other city a store like the one we established. Truly it was a great day for Philadelphia and the United States. In observing the date of the founding of the store, as is our annual custom, and in formally opening to our employes the first section of their new business home, we are holding a double celebration.

The erection of the first section has been slower than anticipated, owing to failures of contractors, labor strikes and unexpected delays beyond the power of the owner to overcome.

Section two goes forward much faster, and next year will witness the last section well upon its way.

To conduct a daily business of the magnitude of ours, and have it grow and grow while we erect a new building on the same old site, requires skill, patience and resourceful endeavor.

Your always happy, contented, confident faces before me to-night and in my eyes every day as well, furnish much of the needed inspiration.

A delegation of our good people from our New York Store joining us tonight adds much to our satisfaction. Their Chief, Robert C. Ogden, your old fellow-worker here and my old associate and much loved personal friend since 1861, is at their head.

It is an honorable company of New York's young merchants and business women who come to us from the old A. T. Stewart Store. To that historic store is now added the twin building of fourteen stories on the next block from Ninth to Eighth street and from Broadway to Fourth avenue. The Sub Station of the Interborough

Underground road is on our property, useful to our employes as well as to our customers.

I do not believe there ever was convened anywhere in the world such an assemblage as this—the entire staff of the active business people of the one business conducting the two great business warehouses of the two largest cities on the Atlantic Coast.

The New York delegation represents almost as many more as our numbers in this city and the maximum is over 12,000 mercantile workers. It is known that no business house on the face of the globe can make such a showing unless it be for advertising purposes only.

To me it is a great honor to be connected with such a host of honest, courageous, cheerful, intelligent, ever-growing men and women intent on higher education in order to live forceful lives and fulfill the truest function of private and public life.

Most assuredly, there is something greater than a fourteen-story granite building.

I stand in the presence of that greater object tonight when I stand here looking out from this platform upon this assemblage of strong men and wise women, who by honest purpose and holy endeavor are building great and noble lives.

Surely a man may be immensely greater than the greatest granite structure that can be built.

To these grateful and gratulatory words permit me to add something I have wished to say to you when the proper occasion offered, touching the foundations of individual life-building.

The tearing down of our old building and the construction of a new building going on in our thoughts as well as under our eyes, would naturally become an object lesson applicable with profit to our individual lives.

Many persons expect to make much of their lives, yet go about it in a purposeless fashion.

Others have come into the store-life only "because they had to have something to do."

They have nothing special on the business anvil and only strike it at random.

To be as practical as possible, let me say that I believe that a life-building begun without definite plan ought to be torn down forthwith and a new structure begun, not upon speculative lines, but for a distinct and definite purpose.

The gauge of experience and the levels of capacity should be applied to the squaring of the career to be entered upon, as well as to the probable effect of occupation in determining social position.

To be a thorough business man or business woman requires an education and a course of at least four years in a school of practice to enable one to earn a fair living.

Clergymen, doctors and lawyers belong to what are classed as the learned professions. A scant recognition as such is also accorded to architects, engineers, etc., while commercial men and business women have no such standing.

A lawyer who never held a brief, admitted to the bar on a two years' course of study, and a clergyman who never graduated at any college and was never called to active church duties, outrank a business man or business woman who has taken a four years' course of study and apprenticeship in a school of practice and has entered upon the practice of their learning for usefulness and livelihood.

There are those who seem to think that the Maker of Men ordained that there should be three classes of people on the earth, and that two high mountains and the low valley between put them in their proper places. On the one side the higher mountain peak stands for the leisure and idle classes, proud of never having done a day's work and boastful of inherited name, title or estate. The

mountain rising up on the other side stands for the professional class, with a caste all its own. The valley at the foothills fixes the proper situation of the men of the mill and the mine, the field and the forge, the merchant, mariner, mechanic and master of invention, the Amos Lawrences and Caleb Copes and the Marshall Fields, the Ericssons, Stephen Girards, the Marconis, Teslas, Edisons and Corlisses and the mighty host of the world's real toilers, and between these three classes a great gulf is fixed!

STEPHEN GIRARD
1750-1831.

It is a fact that a considerable number of educated young men, members of a young men's society of a prominent church in Philadelphia, debated recently, seriously and long, the question whether a Christian life was possible to men and women engaged in mercantile business.

A negative decision of the question *par conséquence* covers the face of the earth with heathen resulting from a certain kind of employment.

It becomes interesting to institute a course of inquiry as to exactly what a business or commercial life is and ascertain in what respects it prevents the proper development of the individual and endeavor to discover, if possible, what relation such employment bears to professional life and society in general.

Just where and how are the lines drawn between God's children placed upon the earth interdependent on each other to earn their bread? Who gives the patent of lordliness and exclusiveness?

The sacred obligations of our homes, the requirements of education, the cultivation of special mental gifts, the claims of philanthropy and religion and the discharge of the citizen's duty in bearing a fair share of taxation and

citizenship, demand that every man and woman must work and do his or her part in one way or another.

Who confers authority to sit at the Church gate in judgment of men's fitness for the Kingdom by their occupations?

What else besides skill and education creates a distinction between the man who uses a scalpel and the man who uses other tools to work with?

It is fair to say that the clergyman, doctor and lawyer are often moved by other incentives than money compensations, and that they have relations to communities and governments of a public nature, but the fact is established that orations and operations, surgical and legal, command the largest kind of fees, and that the field of influence and beneficence of merchants, manufacturers or foundry masters create parishes larger than those of the lawyers, doctors and of the vast majority of clergymen.

In this age of the science of business, the merchant must be a close student of protection, free trade, factory systems, banking, currency questions, co-operation, laws of contracts, textile education, textile machinery, social service, United States Treasury regulations under tariff laws, fire and marine insurance, architecture, mercantile laws, import laws, consular laws, shipping laws, origin and product of raw materials throughout the world, new processes of manufacture, opening of new countries like Japan, China, Russia, Korea.

One day General Grant, in looking over a large store, said to George W. Childs that a merchant able to manage such a business possessed all the qualities of military generalship.

Quaint old Thomas Fuller said a good merchant is one who by his trading "claspeth one country to another."

Emerson long ago taught that some form of manual skill and practice of some form of manual labor were essential elements of culture.

President Eliot, of Harvard University, declares that

this idea must be accepted in the systematic education of youth.

Our Mr. Ogden says that he heard President Eliot say that business will eventually be properly classed as among the learned professions.

There seems to be an electric wire running through the years to where I stand that gives to me a sensation of mental and bodily vigor. I can see a white lantern swinging before me. The broad principle underlying the foundation of this New Kind of Store has become the American system of Commercial Life applicable to all business as well as that of retailing. It is a system that recognizes and stands for the rights of buyers not waived by the payment and delivery of the article purchased.

And further, it grants a title to all employes to fair wages and an adjustment at regular intervals upon value of work done. Further, still, it insures education and practice to enable the earnest and diligent to rise in their positions.

This New Kind of Store, as it was soon termed and quoted everywhere, came to life at the cry of human need.

There were good points as well as bad points in the practice of business fifty years ago. The new basis originated here, belongs to us, though it is unpatentable, and the right to the honor and pride in its introduction as a whole is irrefutable and impregnable.

What a profound change it has made in the city, this neighborhood, and the methods of commercial life everywhere!

This business met customers with conveniences as their rightful due, and not merely a courtesy. It rehabilitated the people in their rights by the new system then instituted.

It recognized a purchaser at the store as a kind of partner in a joint business transaction, entitled to the

return of the money, upon return of the goods, as a matter of justice and not as a favor. Previous to the advent of this store, it was hardly possible to get anything exchanged, and dry goods cut from the piece could not be exchanged at all.

It gave to its employes a new standing by recognizing a social duty to them as employes, and requiring from them no concealments in the performance of their duties to customers.

No marks or labels were allowed on merchandise that were not genuinely true. This course actually reduced the price of goods all over the city (to cost in many large stores) the day this store opened its doors. Three stores clubbed together soon after the store opened to raise a boycott against our getting goods to sell. They rebelled against our "ten per cent. profit, large sales and no lies."

The advertising of the store revolutionized advertising by its plainness, straightforwardness and reliability.

The Scotch built a strong chain bridge. A Frenchman copied from it and built a similar but airier one over the Seine. The middle bolt was omitted as clumsy and unnecessary, and the bridge collapsed on the first day of its opening.

The middle bolt of this new commercial bridge is integrity in all transactions with makers of merchandise, buyers of merchandise, and justice and education to employes as an extra bolt. The bolts are still in. And they hold firmly!

It is a part of the history of the business that some years ago it made a division of profits to the employes, and later adopted a regular system of half-yearly advances of salaries upon their working records and a bonus upon the sales of the month of December.

It established an Insurance Association, with three classes of sick and death benefits, which has distributed

since its formation, June 21st, 1882, almost half a million dollars.

1st class cost $5.90 a year to each individual.
2nd " " $2.90 " " " " "
3rd " " $1.34 " " " " "

3) $10.14

or $3.38 on an average per year.

It established and maintained at the expense of the founder of the store a pension roll, upon which the aged and disabled receive half pay, and in some cases more than that.

It established and still maintains the Annie McDowell Circulating Library, containing 4100 volumes, for the convenience and saving of time of employes.

It maintains a Saving Fund for employes, with inducements to save.

The Building Associations instituted and managed by our employes are most successful methods of saving.

This store organized its schools upon their present practical basis six years ago, not as an advertisement, but as a clear duty to its young men and boys, and they have become a function of the store, in which six thousand and four persons have been students. It is a quite effective and greatly prized work, of which there is no publicity except at graduations, when we are obliged to go outside of the store for a place to hold the Commencements. The Diplomas of Graduation then given are of great value as recommendations to those removing to other cities. It is an inherent part of the store system that there is a social service due from the employer to the employed, full development of which has not been possible in the old buildings, which require the halls and recitation rooms being provided in the new building.

Education for industry is the wider, broader work of

equipment due to employes, who are in more than fifty per cent. of cases without definite technical knowledge for best earning power.

Compare the life of Dry Goods Assistant nowadays with what it was generally before this store opened and you will realize the encouragement to do still better things.

It seems to me that a tremendous responsibility rests upon employers toward their intelligent, painstaking employes, who spend their lives year in and year out under the same roof. The originality, personality, initiative and inventions of methods and easements of mercantile life are intangible influences; but they exist and are felt, though they may not always be definable in words.

No ship sails without a compass. The Pilot and the Course are guided by it, and the ship moves safely, though the passengers are unconscious of the controlling power.

Two Bishops were passing through a magnificent cathedral in the old world. One of them said to the other: "When I look far up into this lofty structure I feel so little, like a small sparrow." And the other one said: "And I, as I see its vastness and beauty, I am filled with exaltation, and feel as if I could fill the whole building."

With some such feeling as this I go about looking at the plans of what we are doing, feeling myself to be in a great cathedral of magnificent opportunity, and when I look at you who assist me I feel that I can fill the whole of it.

Other steps forward in 1906 included the hand of help held out to crumbled, burning San Francisco; the installation of 2000 telephones throughout the various store departments—and the opening of the splendid audi-

MR. WANAMAKER, I know well the story of your eventful life. My grandfather, Peter C. Cortelyou, was privileged to know intimately that high-minded philanthropist and splendid ornament to the profession of journalism, George W. Childs, who was in your early struggles your sturdy friend and staunch supporter in the days of storm and stress.

These victories of commerce call for high courage, courage to plan broadly for the future, courage to work out steadfastly the plan to the end. Pluck and persistence are attributes of American manhood, and the American merchant typifies those characteristics. No road is too hard for the American business man to travel and no obstacle great enough to stop him as long as he sees ahead of him work to be worthily done.—*Hon. George B. Cortelyou, Secretary of the United States Treasury, at the opening of the New Wanamaker Store, New York, 1907.*

I REMEMBER being taken as a child to the first Wanamaker Store soon after its founding, and I have watched its development from that day to this. No Pennsylvanian is prouder of the success of this man to whom we are indebted for this great institution than the one who now stands before you.—*Hon. Edwin S. Stuart, Governor of Pennsylvania, at the Cornerstone laying of the New Wanamaker Store, in Philadelphia, June 12th, 1909.*

torium of the New York Store in November. For the application of Wanamaker principles to the rejuvenated A. T. Stewart business soon made necessary the immense structure now connected with the original Stewart building by enclosed bridges and tunnels.

That same year the new Wanamaker building in New York was opened, with a banquet to the press of the country. It was a noteworthy affair because of the character of the guests—who numbered among them a representative of the National Government, the Secretary of the Treasury—and the quality of the speeches; and it was one of the few occasions in the annals of the American press when its representatives from all sections were bidden to gather at one board.

Hon. George B. Cortelyou, Secretary of the Treasury, said:

"It is especially gratifying to me, as a New York man, to be present at the dedication of such a building as this, so splendid in its proportions and so complete in its equipment. It is not those of us who are at all times resident here, but those whom duty, for a time at least, calls to other places, who realize more the deep significance of the completion here of a new mammoth structure, for the launching of a new business enterprise.

"New York has grown to be so big in wealth, manufacture and trade, and buildings—better still, in those enterprises which have for their end the moral uplift of the citizen—that those of us who, for a time, are away long enough to notice the tremendous changes, cannot but marvel at the commercial activity and industrial energy.

"The erection of your great buildings, housing under one roof many times a population equal to the average of our American cities and towns, and your grit in liter-

ally forcing them into the skies, gives evidence to the world, in their numbers and their accomplishments, of the varied activities in which you are engaged.

"These victories of commerce call for high courage, courage to plan broadly for the future, courage to work out steadfastly the plan to the end. Pluck and persistence are attributes of American manhood, and the American merchant typifies those characteristics. No road is too hard for the American business man to travel, and no obstacle great enough to stop him as long as he sees ahead of him work to be worthily done. Back of him, sharing in his successes, not envying him his just reward, you find the thousands of employes, the great army of American wage-earners, the best paid body of men and women in the world.

"Mr. Wanamaker, I well know the story of your eventful life. My grandfather, Peter C. Cortelyou, was privileged to know intimately that high-minded philanthropist and splendid ornament to the profession of journalism, George W. Childs, who was in your early struggles your sturdy friend and staunch supporter in the days of storm and stress.

"To you, and to others in this city and throughout the country who have erected these great Temples of Merchandising, we can in good faith extend our heartiest congratulations, and I am particularly pleased because of the earlier associations, and because of many coincidences of our meeting here together this evening, to have had the opportunity of joining you with your friends here and witnessing this new evidence of your enterprise and public spirit."

Mr. S. S. McClure, editor of *McClure's Magazine,* spoke, in part, as follows:

"I think I have heard of John Wanamaker the greater

part of my young life. I remember in 1876 visiting Philadelphia from Indiana, visiting some old uncles there, who told me about this wonderful man.

"John Wanamaker is the best advertiser in the world. He is the best advertiser because he is an honest merchant. He is an honest merchant because he is an honest man. Behind the advertisements are honesty and ability of the first rank. He has not succeeded because of his advertisements, but because of the qualities of mind that enabled him to produce these advertisements. He is the foremost merchant of our time.

"Mr. Wanamaker is a great artist. All first-class institutions are founded only by great artists. There is no other way to found a great institution than to have inside of it a great man who is a great artist.

"When we looked at those pictures downstairs and saw one thing after another revealed, I simply felt faint in front of a brain so colossal as to be able to know how to select the best men, the best experts in so many different fields of knowledge. I realized that we were in the presence of a remarkable mind, and to understand this man we must rank him simply as a great creative artist.

"If Mr. Wanamaker had not been a great artist he could never have founded this unique thing. This is not simply a department store—it is the expression of a great mind in a department store.

"The thing that tonight interested me most, after this marvelous expression of ability in knowing how to get to the ultimate perfection in so many different directions, the next thing I thought most about was his school for those of his young men and women who worked for him. His great establishment is actually a school in which those who have not had opportunity in their youth to learn receive what is equivalent to a public school education. They are trained and they have a chance to grow strong and to improve their health. Much that I have learned tonight has been to me a wonderful revelation. This has

been one of the most interesting and profitable experiences of my life—to find such a wonderful expression of a great human soul."

Dr. Joseph F. Johnson, Dean of the School of Commerce, New York University, said:

"I lived seven years in Philadelphia, and I set down Mr. Wanamaker as being a great civilizing force from the economic point of view.

"You have heard me introduced as the Dean of a School of Commerce. Ten years ago there was only one school of commerce in the country—in Philadelphia. Now the universities in this country know what is going on in the Wanamaker Stores. Just as they make studies of plant life or of the stars, so our universities are devoting scientific attention to what Mr. Wanamaker is doing. This business is to me an object of scientific interest."

Dr. Talcott Williams said:

"A great Golden Rule has been established in business, which I first saw expressed in an advertisement, written by Mr. Wanamaker, that no bargain is worth having unless it satisfies both ends of the bargain and leaves both with a profit.

"The big contribution which Philadelphia has made to all stores began in the discovery of the Friends, who founded Philadelphia, that one price was truthfulness and that truthfulness required one price. We have grown so familiar during our lives with one price that we do not understand that over the great mass of the world every sale and every bargain is a tissue of mutual mendacity, and when the Friend first saw in England and in London and in Philadelphia that the way to do business

THE universities in this country know what is going on in the Wanamaker Stores. Just as they make studies of plant life, or of the stars, so our universities are devoting scientific attention to what Mr. Wanamaker is doing in his stores.—*Dr. Joseph French Johnson, Dean of the School of Commerce of New York University, at the Banquet marking the formal opening of the New York Wanamaker Store, September, 1907.*

A GREAT Golden Rule has been established in business, which I first saw expressed in an advertisement written by Mr. Wanamaker, that no bargain is worth having unless it satisfies both ends of the bargain and leaves both with a profit.—*Dr. Talcott Williams, at the Banquet marking the formal opening of the New York Wanamaker Store, September, 1907.*

was to say what a thing would be sold for and never vary from it, he laid the foundation for much more than business, for on one price is based all the success of a business of this character. Through one price it is possible to adopt the practice of the return of every kind of merchandise.

"But much more has been accomplished than merely the introduction of new principles in trade. Incidentally, the whole level of truthfulness in trade has been raised. If there is a one-price, it is unnecessary to be bargaining or jobbing or huckstering, which is still the rule of trade in Southern Europe. It becomes impossible to give false representations to a customer if each article is liable to come back when the customer has examined it.

"Those principles we are all learning, and they are permeating American trade and commerce. They are coming to be the rule, so that over an entire continent, for the first time in history, it is possible to sell to ninety millions of people by sample, and this means much more than trade, much more than the diffusion of commodities. It means that the rising tide of truthfulness is felt by a nation and that its very trade is laying the foundations for its moral nature.

"If, for half a century, a man has grasped the great principles that underlie the whole pursuit of happiness and increase of prosperity, in a system which puts a premium upon ideal truths in every label, in every utterance and in every transaction of a great store, then that man has done much more than teaching. He has set in motion great forces which enter into the life of a nation and are to live after him. That is the service which has been done, whose acorn was planted in the State where he lives and from which I came today, by the Friend. Other great services that State has rendered. There began there in Philadelphia the assertion of complete religious liberty; there was written there the great charter of our liberties never to be forgotten, and there began there in

the hands of the Friend and developed by our host of this evening the principle of truthfulness in trade. And when history finally comes to write the influences and effect of the causes which make that nation toward which our hearts yearn and which we like to contemplate, that great American nation of the future in which every ideal and every purpose which we cherish here tonight shall have blossomed and borne fruit in the complete success of evergreen liberty, I believe that the history of the future will name this discovery, this application, this practice of a lifetime, as one of the important causes which has raised the moral sense of a great people."

The New York Wanamaker business is fully described in a later chapter.

Exterior, First Floor Market Street, of the Wanamaker Philadelphia Store Just Before Dismantling.

CHAPTER XVIII.

LARGER than many a prosperous, thriving little city was the Philadelphia Wanamaker Store during the Christmas rush of 1906. The store population on December 20 reached the unprecedented figure of 7060. In 1910 it was 7400 in Philadelphia and 7300 in New York.

During 1906 and 1907 rapid progress was made with the great new Philadelphia building, new floors and sections being occupied as soon as finished, and in September, 1908, the tearing down of the old Chestnut street structure was begun.

Meantime, on June 4, 1907, came another parade of the Wanamaker delivery service—a showing of transportation facilities that aroused the enthusiasm of thousands of spectators.

Close observers who watched the long line of trucks

ARCHITECTURAL DETAIL SKETCH OF CORNICE, WANAMAKER STORE, PHILADELPHIA.

and wagons noticed that not a whip was to be seen. It is a Wanamaker rule that whips shall not be carried on any store wagon. The whip is a relic of savagery.

In October, 1907, the Wanamaker Store emphasized its up-to-date-ness by being the first in the world to receive Marconigrams—wireless messages—for transmission—and now carries on the roofs of both its Philadelphia and New York stores fully equipped Marconi stations.

Already, for several years, the store had housed among its manifold conveniences a government Postal Sub-station—a regular branch of the Philadelphia Postoffice.

That year—1907—also ushered in the first of the American Composers' Days (told of elsewhere), and the opening in the new store in New York of the "House Palatial," a novel and costly educational feature which brought forth columns of comment and commendation from newspapers in the metropolis and nearby cities.

The year 1908 brought the opening of the main Subway station on the line of Philadelphia's model underground railway, and, as a matter of course, this station was at the Wanamaker Store. Prepared for so notable an advance in transportation was a complete section of a city street, many feet under the pavement, with bright shop-windows and artistic entrances to the store.

On February 8, 1909, Mr. Wanamaker guided into position the first steel pillar of the south wing of the new Philadelphia structure, and by October 11 the store had re-entered Chestnut street.

It was not until November 14, 1910, however, that the whole Chestnut street front was occupied and thrown open to the public, and the tens of thousands who then

passed through the central Grand Court could not find words to fully express their wonder and admiration.

In March, 1909, came one of the most novel undertakings ever carried to success by any business—a production of Longfellow's immortal "Hiawatha" in motion pictures made from life on the various Indian reservations by a Wanamaker expedition, with the cordial co-operation of the United States Government.

This prefaced Mr. Rodman Wanamaker's welcomed suggestion to erect in New York Harbor an heroic statue to the fading race of first Americans.

CLARK'S INN
Formerly Opposite Independence Hall, Chestnut St., Philadelphia

CHAPTER XIX.

AT the laying of the cornerstone of the new Philadelphia building, June 12, 1909, the Founder thus epitomized the history and intentions of his industrial career:

"It is an unusual event that brings together today this distinguished assemblage. It has not been uncommon to lay the cornerstone of a Bourse, Chamber of Commerce, or Board of Trade Building. Were all the buildings of this character in Philadelphia combined in one, together they would not equal this structure in size, nor would their purpose be more distinctly fixed for the interest of the public at large, notwithstanding the private interests underlying, which add to the revenues of the city instead of drawing from them.

"I greatly appreciate the honor your presence bestows —officials of the National, State and City Governments,

Members of the Board of Trade and Commercial Exchange, representatives of Financial, Industrial and Educational Institutions, Fellow Merchants and Fellow Citizens—to take part in laying the cornerstone of a classic and costly building, that is not only a mercantile warehouse of greater proportions than any erected hitherto, but is much more.

"This building is a Statute Book of Business Laws and Regulations, now written in stone and bound up in iron, which, having already in large degree revolutionized the retail business of the United States, must now, with the encouragement of its past achievements, continue its mission, with increasing power, to elevate and improve by education and example the life and work of the business forces of the world.

"It is also the habitation of an educational institution that has been in existence for the past thirteen years, by which 5600 young men and women have received an academic and business education in its free schools. Chartered last year under the laws of Pennsylvania, its reorganization and expansion is at hand, with facilities and experience that enable it to train young men and women for business understandingly in schools of practice that are actual and not theoretical.

"Because this new structure, with its foundations on the solid rocks, with the uses to which it is dedicated, embodies more than a mart of barter and something out of and above the common, it is meet and proper that its cornerstone be laid with ceremonies of dignity and meaning and with words of wisdom, experience and hope.

"So shall our business family at this time, comprising upwards of 10,000 persons, be impressed to remember in coming days its responsibility to live up to its high standards, and so shall our friends and neighbors now present be constituted a great cloud of witnesses to check and chide us if in the future there be any lack of loyalty to duty or unfaithfulness in administering our trust.

"Almost a half century has come and gone since the business was first cradled in a small corner of brick and mortar on Market street, this city, where it used for its first strong box a part of the vault of the old historic Schuylkill Bank. It was not a gift or an inheritance from rich ancestors. Those early days were days of little money, large ambitions, loads of ideas, and untiring work. The whole story is told in the two words Ambition and Work. Necessity was the teacher and Labor was the discipline whereby we learned our lessons and prospered.

"A new cradle for the same well-grown baby had to be constructed in 1875 out of the railroad sheds that formerly stood on this block of ground.

"The third stage of progress looms up before us today shaped in steel and granite, a great giant of destiny and of strength and power, wrought to effect by its ideas and intelligent labor the welfare of the city and the business systems of the world for ages to come.

"The immense edifice now nearing completion is not a matter of pride or experiment nor courageous speculation, neither is it for a business yet to be grown and gathered. It has been built as a duty and in partial recompense to the citizens of Philadelphia who have already most generously bestowed upon us sufficient business to warrant its erection, and further, also, as a duty to the numerous and old employes who have earned a right to live in the best, safest, most convenient, comfortable and healthful building we could build.

"Its sanitary appointments and its safeguards from fire or disaster, have been most carefully provided from every human standpoint. It may be safely said that not another such mercantile building exists today anywhere in the world. The dream of its Founder and his sons is fulfilled. Having personally created the business, the Founder and his son, Rodman, are now its sole owners, which ownership is in shares all held by themselves, in

incorporated companies organized only for the future perpetuation of the business.

"Someone has said that we have passed out of the stone age and into the steel age. Certain it is that this is the building age. Great buildings have been and are still being erected for libraries, museums, art galleries, cathedrals, universities, national edifices and for commercial purposes.

"All these buildings signify not only the growth and needs of the American nation, but even more do they represent the forward march of the education and cultivation of the ninety millions of American people, and the foresight of the leaders of thought and culture in the United States.

"It is fair to say that in the last half century probably no greater advance has been made in any direction of civilization than in the science and system of mercantile business.

"This building, of the most substantial fireproof construction in stone and steel, whose cornerstone is to be laid today, is a true expression of this indisputable fact.

"Its size is a splendid and fair measure of the twentieth century enterprise, and its solid and carefully adapted, straightforward lines of classic architecture, seriously and strongly point to the fine lines upon which the new order of mercantile business is now being fashioned and conducted in America.

"But this is not all. No mere building, whatever its greatness or cost, can fully set forth the actuality of mind and heart of its work, giving breath and life and power to everything done within it, reaching out beyond its walls in every direction for good.

"I am not sure that it is possible for me to define both the spirit and the letter of the unseen part of a living force.

"Turner, the great master in color painting, received, through his parents, the sense of color. Likewise,

Thomas Edison, the keenness and insight by which he harnessed electricity and became the benefactor of the human race. Abraham Lincoln was born with the instinct of law and government; Gladstone with the rare gifts he inherited was the first statesman of his day.

"Others there are all along down the whole line of life, who, by invention, like Wright, the pioneer of the aeroplane, Knowles and his loom, Corliss with his engine, Alexander T. Stewart in his power to forecast, assemble and organize; all had visions plain enough to them, though unseen to others, which they worked out to the benefit of the time in which they lived. Matisse and others, of the impressionist school, whose pictures in the Paris Salon this year are so wonderful, have seen colors and forms that some of us never see. It is not given to all of us to see or do the same things, and each must do what is given to him.

"Abraham Lincoln said, in August, 1862, in reply to Horace Greeley's letter, urging him to emancipate the slaves, that his 'paramount purpose was to save the Union.' The paramount purpose of the Founder of this business was from the first to stop the downgrade and fakirlike practices of the mercantile world of fifty years ago, and not only help to save the mercantile profession from lowering its flag, but raise it from the dust as high as any other of the learned professions and occupations.

"The little store down Market street certainly revolutionized the clothing business, with its cardinal points and uniform prices. Its next radical work was when on this spot it established, thirty-three years ago, A NEW KIND OF STORE that was so new that there was not another like it in this or any other city.

"The Pilgrim Fathers did not land at Plymouth Rock with loftier ideals, a more heroic spirit or clearer purpose than that which animated the Missioner of this business, who came to it with a mercantile spirit, but with a firm purpose of making more honorable the profession of merchants as a class.

"This Ship of Trade was the Mayflower of the nineteenth century, in bringing out the pioneers of unbending protest against the old practices then generally in vogue, and introducing the new systems and regulations of the new kind of store.

"The outcome of the past three or four decades has been a general acceptance throughout America of what is widely known as 'The Wanamaker Method.'

"The present occasion marks an epoch in the history of American commerce. It must not be dwarfed by selfishness or narrow thinking, nor must it be warped by lack of sympathy for worthy workfellows, eager to rise if some one shows the way. It seems to be a proper time to set down for the benefit of our own workers at least, and the public at large, who are benefited thereby, the basic principles whereby commercial affairs are rising to a higher plane.

"THE STARTING POINT.

"The community of interest;

"The humanities—not of theory, but of fact in an individual relation to each individual customer and employe.

"Motif—A high and clear ideal with a determination to preserve the balance of fairness between all concerned.

"The ideas underlying the business which has led in the new order of things, and which has grown to such proportions, are specifically

"(1) AS TO THE PUBLIC.

"(2) AS TO THE STORE'S WORKERS.

"Defining further under these heads

"(1) AS TO THE PUBLIC.

"(a) A service exactly opposite to the ancient custom that 'the customer must lookout for himself.'

"(b) A kind of storekeeping absolutely new in its ensuring protection from statements, printed or spoken, ignorant or wilful, in reference to origins of merchandise, their qualities and actual values.

"(c) An elimination of so-called privileges to customers, as privileges, when they border on humiliations, because hospitality as well as the return of goods for refunds or reclamations are *rights* that spenders of money are entitled to as rights, and not as favors.

"(d) Recognizing and practicing the manifest, though unwritten law, that customers are entitled under our system to the maximum of satisfactions at the minimum of cost, for the reason that they pay the usual and ordinary expenses of storekeeping, which are always included in the price of merchandise.

"(e) Securing to each individual dealing with us to the last analysis exactitude of intelligent service and full value for value received in every transaction.

"(2) As to the working people.

"(a) An admission as a fundamental principle that workers are entitled to further considerations beyond legal wages, covering their welfare and their education.

"(b) To see that employes are not over-reached or overlooked, and making it possible that there shall be nothing between a man and success, but himself.

"(c) To provide education to employes as the only means of doing what legislation or combination cannot do, the improvement of their earning capacity, and thereby assisting to remove the antagonisms of labor and capital, adding to the sum of human happiness.

"(d) That the education provided shall not include the dead languages or other unuseful studies to the

detriment of the practical and technical everyday work studies that aid in making a better living.

"(e) That the education must at the same time go towards the development of character in order to enable the man to better engineer his life to higher living and greater happiness, as well as to earn his daily bread.

"(f) To keep foremost the observance of the spirit as well as the letter of the laws that govern our business transactions and relations to each other.

"(g) A fixed plan of retirement of employes on retired pay to give rest and recreation to the old and chances to the younger people for promotion.

"(h) A Court of Appeal, chosen by the employes, to hear and adjust impartially any complaint the employes desire to lay before such a court of reference.

"THE CARDINAL POINTS OF THE BUSINESS.

"(1) The assembling and distribution of the best products of the world upon the most intelligent and economic basis.

"(2) The ablest management, most thorough accuracy of service and, because of the fairest treatment of all the workers, from the humblest to the highest, the finest comradeship.

"(3) The life and soul of the business to be its honor.

"(4) That the aim and purpose of the business must always be that as the business rises it must lift every worker with it.

"EACH DAY'S SAILING DIRECTIONS "FOR THE SHIP CAPTAINS AND CREW TO "READ AND FOLLOW EVERY DAY.

"The foregoing states simply and briefly the Wanamaker idea. It is not a mere sentiment. It is the mer-

cantile law in operation towards the people within and without our buildings. It requires the merchant to live and work by standards as high as the clergyman, the physician, and the college professor. It makes the way for the elevation, contentment and prosperity of employes willing to make the effort to help themselves. The Founder has framed it in words that it may form the compass and chart for all who come after him.

"Let nothing sag or fall. Hold fast all we have wrought into the system, and add to it out of the ever-ripening experience, and by all means see to it that no one fails to keep step in the march of progress. Inflexibly it must be step on, or step out.

"ALL can help, but none shall hinder.

"Keep the ship on its keel, and whatever else is left undone, see that it keeps moving in the channels here staked out.

" 'TRUE AS THE DIAL TO THE SUN.'

"The completion of our buildings is in sight. The ability to double and treble the service of our schools and college training is at hand. True business is always constructive. Better than ever we can now instruct and drill an army of young business beginners and do for them what West Point and the Naval Academy at Annapolis does in studies and drills for the U. S. Military and Naval Service. Every individual associated with us must find a place as a learner in order to be equal to the duties and responsibilities now upon us, and to be worthy of being classed with learned men in other professions. The worth of the nation is only to be counted up by the worth of its men.

"A great scientist has said that we can change the nature of a plant by its environment. So can men be thus changed, and the new environment that our building gives offers the finest chance we have ever had for growth.

"There must be no waste of time for friction of forces.

"MUTUALITY AND MAKE GOOD MUST BE OUR MOTTO.

"To make our own rendering of one of Benjamin Franklin's sayings about education: If a man will pour his purse of spare time and opportunity into his head, no one can ever take it away from him or prevent him from being worth more to himself and others.

"We have produced the building and we must now produce the men and manhood to man it. We are sure of our rightness so far; now let us go ahead!

"It is a serious and solemn privilege to have the opportunity at our command.

"In laying the cornerstone today, of the structure far advanced, we are practically to lay the COPING STONE and the CAP STONE, also.

"Let us lay the cornerstone in fidelity to the plan and principles upon our chart of organization, and the COPING STONE as a firm cord of permanent and binding brotherhood, and the CAP STONE in the unqualified honor and undeviating truth to crown and beautify all our work."

"THE WOODLANDS"

The Home of Andrew Hamilton, now included in Woodlands Cemetery, West Philadelphia. The present Mansion was built about the time of the Revolution.

CHAPTER XX.

FLYING machines were put on sale in Wanamaker's in November, 1909, for the first time in any store.

Other important events of that year were the first Competitive Choral Festival and the visit of the Imperial Japanese Commission. Our wise friends from the East had come to this country to study American progress. They pronounced the Wanamaker Store a pace-setter of commerce.

It was in February, 1910, that another important step was proclaimed by the Wanamaker announcements in Philadelphia and New York—the free delivery in all parts of the world of all prepaid and charge purchases of $5 and over which can be mailed within international postal limits; with a corresponding expansion of prepaid freight and express service.

Saturday, June 11, 1910, was Completion Day, in that the capstone of the finished Philadelphia structure was then set by the Founder.

Standing on the roof, overlooking the full sweep of the city, he put in place the block and the act was followed by these words:

"It seems like a simple thing for us to be standing around just a plain block of granite—the last stone in the structure to find its place, bearing very properly a historic inscription to give a record of what we have done, yet there is half a century of business endeavor, strenuous and constant, that looks down upon us today as we old friends and young beginners stand together for this interesting service.

"Suppose every eye rests upon the stone and you read what is on it. If you can, read it aloud together:

> This block, put in place on June 11, 1910, by John Wanamaker, marks completion of this structure, begun April 26, 1904. Cornerstone laid June 12, 1909.
>
> Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality.
>
> JOHN WANAMAKER.

"This is a proud day for us.

"I want to say, first of all, that one Hand alone has made it possible for us to have this day of felicity.

"That one Hand planted the forests, built into the hills the stone, laid down deep in the earth the iron, and through all the fifty years—beautiful years of dreaming and daring, but of health and of hope, of struggles and

schooling, years the history of which it would be hard to write—plainly written over all these years, guiding and guarding, is the one signature of the good God, who is interested in us not only on Sundays, but on weekdays—the Father of us all, who cares for what we are doing.

"I want to say to the younger people coming on that it is poor prosperity that is blind to the need of God's favor, whether we are in business or out of it.

"Into this building are wrought permanently the visions, the enthusiasms, the well grounded hopes and the very spirit, the life work of the man that is speaking to you.

"I want to acknowledge my obligation to you who have been close to me in all these years and helped me, not only those who helped me much, but those that helped me a little. I wish not to forget one, but give you my grateful thanks for all the interest and cheer and courage that I had from you as one that you looked to as your leader.

"In this building we have constructed scientifically a huge body of steel and adjusted it to a noble face, with columns of granite whose feet rest upon the virgin granite rock courses girdling it, laced together and laced to the immovable rock below, enclosing 45 acres of floor space, containing nearly two millions of square feet. This is far larger than any of us ever hoped to have.

"I will not suffer myself to say any aggrandizing words, or boastful words, in what I am saying to you.

"The first noted business building in Philadelphia was the bank of America's first banker, Stephen Girard. That building is still in its old place on Third street, just below Chestnut.

"Next to that there came a most imposing business building—I am speaking of what is still a famous landmark—the Bank of the United States, the only bank that the United States has ever had, now the United States Custom House, on Chestnut street, near Fourth.

"This notable edifice of ours in which we are meeting has taken its place as a central commanding figure in the city life of Philadelphia. Necessarily, seeing that we were occupying the ground whilst the building was going on, its construction was retarded, but still beyond that the processes were very slow.

"We were not building a building—we were building the best building that could be had because we were to spend our lives in it, and because it was to be a place of interest and visit to millions of people. It was built very slowly in the midst of labor strikes and troubles, but everything seemed to be profitable in getting the kind of a building that, whether we were on the lower floor or on the highest floor, we were equally safe.

"The intention of all the care was to make it safe for its future occupants—that was the first consideration from the beginning.

"It is a fire-proof building at every point, with four spacious towers, heavily walled on the four sides to be smoke-proof, to make access and exit easy though the building should be full of fire.

"Its strong staircases from the rocks underneath us to the very top, and from the roof to the sub-basement, for the use of the public as well as for those of us who work in it, are of stone and iron.

"This construction, this method of construction and plan of construction, originated here, and this is the first example of a thoroughly safeguarded mercantile structure, combining and including as it does the well-organized actual work of a University of Trade and Applied Commerce, chartered under an act of the Legislature of this Commonwealth, for the free instruction of its numerous workers. It has been in operation, actual operation, since 1895, so that this is its fifteenth year.

"More than this, it is a national building, specially prepared to install the home of the New Kind of Store that originated here, embodying the new American mer-

cantile system of retail commerce which has spread over all the world. In this sense and in other senses it is an international building, having commercial relations with the nations of the world.

"There is not, so far as we have knowledge, anywhere on the globe another commercial building of 45 acres equal to this, devoted to mercantile business, conducted upon a system so comprehensive and original.

"There seems to be a little praise of ourselves in that, but you will remember that I am speaking to you something that I shall hope you will care to have, and that you will read and verify and prove to be the fact as I am stating it to you.

"After many rejected plans of the exterior of the building, the one accepted faces the world on all sides with a bold and classic front. It will be unhesitatingly interpreted from the outside as meaning something good and strong.

"But there have been and still are, possibly, noble heads with nothing in them. Therefore, at this new beginning I speak to you today, having in my mind the long future, to ask you to see that there is no discrepancy between our face without and our speech within. The reality must not belie our good appearance. Gifted with noble outward blessings, such gifts must lead us to earnest effort for intellectual and moral culture.

"An unhealthy stagnant pool of water isn't half as hurtful to a neighborhood as a stagnant man.

"Massive and impressive as the exterior of this habitation is, it must ever be only a feeble indicator of the greater wealth of knowledge, richness of resources, higher capacity of administration that exists here internally.

"The oak rises, flourishes and dies; the hardest granite, as time wears on, shows the sign of age; but the mind of man, renewed and cultured at each generation, grows on forever preparing for wider and nobler service.

"They shall grow who believe they can. I am so glad to

add to that, whatever be the attainments of the mind of man, God, the Father of us all, is saying to us, Come up higher. Come up higher. That is the everyday speech of the Maker.

"From today our lives must start from this new center. The blessing of all this is the permanence about us.

"Go back over the years and think of the changes—the sense of lodging in a kind of tent that was taken down tonight and rebuilt somewhere tomorrow.

"The blessing of all this permanence is that it is the fulfilment of our dreams and is a condition, a new condition, of a new and healthier growth. There is required now of us, one and all, such ability to plan our work that will multiply ability to work the plan.

"What's the use of the plan if we do not work it?

"I beg you to join me and join with each other in the development of capacity throughout our ranks, in intelligent, sustained, orderly effort to grow to the highest standards, that we may rightly occupy the throne to which we have been called; that we make good to each other and to those who look to us for example and inspiration.

"Let us by this service dedicate here and now this memorial stone of completion as an altar around which in days to come all of us who remain will gather to recall the voice of the leader in the store slogan written indelibly in the granite.

> Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality.

"It is a great privilege for me to say these words to you for myself and for my son, who would give almost his lit-

tle finger were he able to be here today beside me to confirm the words that I have spoken to you.

"I believe, in this new era that we are beginning, that whatever the past has had in it that was fine, that tended to increase our ambitions and give us strength and purpose, I believe the future will far surpass the fondest dream that the most sanguine of us ever had.

"I believe that many of us have esteemed it an honor to be associated with a business that builds not only its character, but is building the character of the business of the world.

"We cannot live upon the reputation of the past—it is the character that is within us and that we live out that is to make its mark as days go by.

"I am not asking any of you to do more than I shall do myself in making not simply for myself, but for the honor and rightness of right doing, the very largest success of our great enterprise, in the hope that it shall be beneficial to everyone of us, from the youngest to the oldest."

In July, 1910, came the establishment of the Wanamaker Taxicab system, by which users of these handy flyers are given greatly reduced rates to and from the Wanamaker Stores in Philadelphia and New York.

The forty-ninth year of the business witnessed another wonderful advance. This was the printing of full-page Wanamaker advertisements in the Paris edition of the New York *Herald.* Europe and America alike marveled at this innovation, which seemed a fitting preface to the Jubilee Year of the business built on Principle, Persistence and Publicity.

And true always to the plummet of Service.

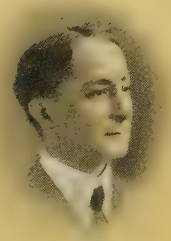
This, then, is the chronicle of fifty years in business—the framework of mere dates, deeds and places.

In the pages that follow an attempt will be made to clothe this physical framework with the real flesh and blood that make the Wanamaker Stores a living personality and an economic, educational and humanitarian force in the evolution of the world.

Commerce is the great civilizer.

I HAVE the greatest admiration for what you are doing in an educational way in the Wanamaker Stores, and you must call on me at any time that I can be of service.—*Dr. Martin G. Brumbaugh, Superintendent of Public Instruction in Philadelphia.*

THIS time (1876) we saw the beginning of the first real department store in the country—anywhere, for that matter. If some Rip Van Winkle had gone to sleep in a cave on the Wissahickon the winter before the Centennial and should wake up and come into Philadelphia this Anniversary week (1906) not the least of the wonderful changes he would see would be in the stores. Some people think that this New Kind of Store, which started 30 years ago, has had something to do with the evolution in store methods.—*Rev. J. R. Miller, D.D., Pastor and Author.*



A THOROUGH knowledge of what the Wanamaker Store really represents in its relation to the work of the world is in itself a broad education, for within this building are found in operation almost every law of political economy, almost every application of scientific knowledge to the service of man, or the results of such application; but, above all, the finest example in large business, of which I have any knowledge, of the operation of the Ten Commandments and the Golden Rule.—*Dr. Josiah H. Penniman, Vice-Provost of the University of Pennsylvania, at the Corner-stone laying of the New Wanamaker Store, in Philadelphia, June 12, 1909.*

BOOK TWO.

ECONOMICS.

CHAPTER I.

> To build a Commercial System upon a liberalized basis that from a sense of public duty included an obligation to secure not only A SQUARE DEAL UPON SOLID PRINCIPLES, but also to safeguard the interests of the public.—*John Wanamaker.*

ECONOMICS is the science of making the most of what is produced for man's use, through scientific merchandising.

This science is the basis of the Wanamaker System, as applied to trade through COMPLETE STORE SERVICE.

So, where histories of ordinary stores end, that of Wanamaker's now begins—for names, dates and places simply preface the real story of this unique Industrial Endeavor.

What has already been written is little more than a guide to the physical growth and expansion of this greatest of Time's trading places—this world-center of supply that practices the gospel of efficiency through principles first applied to retailing by its Founder and still exclusively its own in the sense of fair usage.

Now for its heart and soul!

Here are towering piles of granite, many peopled; matchless acres of merchandise; new and wonderful utilities.

What brought them into being?

What holds them together?

What is their purpose?

CHAPTER II.

ONE Christmas eve more than fifty years ago a country boy went into a Philadelphia jewelry store to buy a present for his mother. He had saved a few dollars from his earnings and was pleased to find a pretty trinket within range of his pocket.

"I'll take that," he said, handing out the cash a bit proudly.

As he spoke he saw another shiny something that pleased him more, even though it came higher.

"I think I'll change my mind and take that one instead," he said to the man, who had not yet wrapped the first selection.

"It's too late now," snapped the jeweler. "You've bought this and you must keep it." Doubtless it had been in stock a long time.

Under customs which then governed business, the boy had no recourse. He took what he did not want and said nothing—nothing audible!

But then and there he determined to start some day a store of his own where none would have to stand such unfair treatment.

So was born the Wanamaker System, later launched by this same boy in a little corner clothing store in Philadelphia.

"I remember being taken as a child to the first Wanamaker Store soon after its founding," said Governor Stuart, of Pennsylvania, who presided at the laying of the cornerstone of the new Philadelphia store in 1909, "and I have watched its growth and development from that day until this. No Pennsylvanian is prouder of the success of the man to whom we are indebted for this great institution than the one who now stands before you!"

That jeweler's attitude fairly reflected trade conditions which prevailed everywhere before 1861.

In those days a purchase was as irredeemable as a day gone, except to the favored few.

Buying was battling, skirmishing for advantage, bickering, dickering, quarreling, deceiving and duping.

As early as 1704 Philadelphia market traders were ordered to keep open the mouths of all sacks so customers could see what they were buying and thus escape fraud or substitution.

The rule was grudgingly obeyed, and for 157 years business stood hitched to the common-law excuse of "caveat emptor"—let the buyer beware!

Would-be sellers tried to best prospective buyers at every turn, and vice versa. This led to loss of time and temper, and bred waste.

Sometimes it took hours to complete the purchase of even a pair of trousers, however quickly questions of fabric and fit were settled. There was always a nerve-testing struggle over price, it being generally known that no merchant expected to get his "asking price" except from children and others too weak or ignorant to fight for their rights.

This contention being finally eliminated by mutual con-

cessions morosely made, open warfare as to the "bonus" promptly ensued. One wrangled an hour over a 5-cent lawn tie in a "tweed" engagement, having already routed the enemy by capturing a pair of 35-cent suspenders—a compromise between 25-cent ones offered and 50-cent ones claimed!

Such deals always ended in a doleful prophecy of bankruptcy from the seller, who that same day might sell similar goods for less money, and sweeten the bonus with a patent collar-button.

This was more or less true of all retail trading. Shoppers entered stores at their peril, and it took courage to leave without buying, no matter how undesirable the goods. Those who frankly admitted they were "just looking" were viewed as trespassers.

Valuable salesfolk were those who could work off old or faulty goods at the highest figures and overload customers with things they did not want. Prices were more variable than the tides, which change only four times daily!

Each store carried but one line of goods, which increased the cost of distribution and the labor of shopping. Assortments of merchandise were limited and usually about fifty per cent. stale—the seller depending largely on the buyer's gullibility or ignorance of values to get rid of his goods.

Into this state of affairs stepped one whose ideas, as later expressed, were these:

First: That a store should not be a trap to catch something from each who enters it.

Second: That advertising must say exactly what the store is and what it does.

Third: That all the goods sold are called back again if the buyer is not pleased to retain them.

Fourth: Fair prices for everything to everybody alike, without hidden reservations or concessions.

Fifth: That justice and honor require the exclusion of baits or even trifling deceptions; that customers whose confidence is invited and given are entitled to have their confidence respected and protected at every point.

Sixth: That patient and persistent training must be given to all the employes, to undo the education in the old long-time prevailing methods, to grow a new crop of business men and women to administer a new, broader, more enlightened and equitable system.

CHAPTER III.

PHILADELPHIA had long been a sort of merchants' paradise, owing to the absence of competition. Moss-grown methods required numerous middlemen, whose pay, of course, came out of the consumer's pocket. Each dealer bought and sold as pleased him best, and those who did not like the ways or wares in local stores went to New York, which was quite a journey then. This made Philadelphia merchants hate New York just as suburban storekeepers are apt to hate cities.

Trade methods had not moved a foot forward in a century. In some ways they echoed the Dark Ages, as witness three incidents recorded about the time that country boy did his first Christmas shopping.

A young woman went into a Second street store, and after looking around seemed disinclined to buy. Whereupon the shopkeeper barred the door, and the young woman avoided a forced purchase by escaping through a rear window.

An enterprising milliner cut a quantity of plaid silks into ribbons, which soon became the rage. Whereupon a rival milliner put a bonnet trimmed with these ribbons on a fright of a woman and paid her to promenade the streets and bring the fashion into contempt.

An admirer of Madam Rush, wishing to buy an India

shawl like one worn by that famous society leader, visited a Chestnut street shop and stated her want. The clerk showed her one at $400. It was contemptuously pushed aside as too cheap.

This being the costliest one in the place, the man behind the counter was nonplused—but only for a moment! Whisking it up and disappearing behind a pile of prints, he returned with the same shawl—priced at $1000!—and promptly completed the sale.

ONE PRICE in plain figures was unknown. Tags bore two sets of signs or letters, one signifying their cost to the merchant; the other the minimum sale price. Selling ability was measured by the excess obtained over the last-named figure, and salespeople were actually allowed a percentage of this excess for their shrewdness.

Doubtless true is the story of the salesman who won promotion by getting $7 for a $4 seersucker coat—a friendly fly having aided the "dot" system by specking the tag three times!

Buyers generally were at the mercy of merchants. An old Philadelphian recently wrote:

"Prior to the advent of Mr. Wanamaker, business of all kinds was conducted upon a system of graft, and the ability of a salesman consisted not only in the amount of merchandise he could sell, but also in his knowledge of the customer's ignorance or ability to pay."

Not content with taking advantage of those who voluntarily entered their stores many clothiers hired "barkers" to stand in front of their establishments. They ensnared passers-by, often hauling in pedestrians who had neither thought nor need of wearing apparel. This made no difference.

To get the customer's money and to give the least possible in exchange for it—this was almost an unwritten law in merchandising.

Here and there were fairly reliable shops, but even in them the temptation of prevailing conditions was at times too strong to be resisted.

Such trade-virtues as all-'round reliability and full fairness were unknown. Even where goods were as represented, prices would occasionally expand and shrink between sun-up and nightfall. Imposition and uncertainty prevailed. Mutuality as a mercantile attribute was not yet dreamed of.

Save by a mere boy, who believed that if it were honestly applied to trade methods, many wrongs could be righted.

His faith in the vision was backed by willingness to work hard.

He put his shoulder to the wheel April 8, 1861, when with Nathan Brown he opened "Oak Hall"—a little clothing store in which the child of Determination born in the jewelry shop was to be fitted for the fight!

CHAPTER IV.

"FROM the first I never wavered in the purpose that grew out of a boy's vision to build this business," said the Founder of the Wanamaker System not long ago. "Its four cardinal principles always stood out clear, distinct and large before my eyes:

"A different business from any that existed;

"A higher motive than mere cash profit;

"An unvacillating system;

"Accuracy in word and print."

"There was also formed a purpose to bend every energy to raise the standards, so that business dealing might be more agreeable and safe, and rising generations might come into systems tolerably free from practices that had lowered mercantile character."

To give this purpose a good start, the business started in "Oak Hall" was mounted on the four wheels of Intelligence, Integrity, Industry and an Ideal.

Its goal was "A Square Deal Upon Solid Principles," to be reached by three connecting roads—

Standards of Merchandise,

Standards of Value,

Standards of Service.

For the pull were three thoroughbreds with long but vital names.

The first was "Protection to all by guaranteed reliability of goods sold."

The second, "Commodities mathematically cheapened without impairing quality."

The third, "Removal of obstacles that had blocked progress in supplying human wants."

Six sure drivers were ready for the pioneering journey. They were Intuition, Individuality, Initiative, Courage, Patience and Thoroughness.

With this wealth of intangible assets and a mighty small cash capital, the start was made.

Meantime the young merchant went to school in his store, studying the art of merchandising, which President Eliot, of Harvard, said would one day be classed with the fine arts, and learning the principles of economics through practical experience, which led him to conclude:

1. That trading is a science.

2. That trade-customs of having asking-and-taking prices, of using false labels, and making misstatements in advertising were raising up a class of business men who were scuttling the good ships of trade and would sooner or later sweep honorable merchantmen from all mercantile seas.

3. That a radical and immediate change was imperative.

Knowing that the surest way to bring about a change is to start it oneself, he began with two sweeping moves affecting store workers—

"Cash payment on the spot to work people on completion of their work," and

"Shorter business days for employes."

Thus as a prelude to the great symphony of service,

the long-established and unfair custom of paying helpers with orders for coal, groceries or dry goods was given its death warrant, and right regard for fellow-workers was first proclaimed a business necessity—in no sense a charity.

Then, in 1865, was unfurled to the lively winds of opposition the first Wanamaker flag of fair dealing. It was true blue, and bore this revolutionary symbol:

ONE PRICE and RETURN OF GOODS!

A nitro-glycerin bomb exploded in the basement of each business house in Philadelphia could not have caused greater confusion among merchants or more talk on the part of the public. Even the Wanamaker salesmen wondered if the announcement meant exactly what it said. One still with the business says they first thought they might as well resign immediately, for they sincerely believed clothing could be sold only on the "sliding scale of one price for the proprietor and one price for the customer."

This man tells how he waited his turn to sell on the day the new order went into effect, finally being called by a tall, gaunt Irishman who wanted a spring overcoat.

"My heart was in my mouth, as I had to contend with fit and the dreaded one price," he says. "I selected the article he wished, finally fitted him, but not a word was said about the price. That did not trouble him, as he no doubt had made up his mind how much he would pay me, not how much I would ask for it. When he asked the price I said: 'Twenty-two dollars, sir.' He smiled a

hearty smile. 'That's your asking price; what's your selling price?' I began the story about one price and all its accompaniments—system changed, sooner lose a sale, etc. His smile was still on, and he thought I would soon tumble a dollar or so. Finally he was tired out and offered me $16, probably with a view of paying $18. I showed him the advertisement of the day, but could not convince him of the changed system, and he finally said he could pay no such price and walked away to go out, with the full idea that I would call him back at, say, $20 to $18. He got to the door, but turned back and said he would buy the coat at $22, knowing now that we were sincere in the one-price system, and that hereafter we should always have his trade, which I enjoyed for many years."

ONE PRICE was simply the application to trade of the law of certainty—a law of attraction as indisputable as that which made the apple fall at the feet of the inquisitive Newton.

"Certainty is the father of right and the mother of justice," Pope had said many years before the Wanamaker declaration, but none ever thought of right or justice as having to do with buying and selling.

The poet might have added that certainty is the tonic of trade, and today no progressive merchant would protest the statement!

ONE PRICE TO ALL was neither more nor less than the application to merchandising of the immortal note of equality sounded in the second sentence of the Declaration of Independence.

Indeed, with its accompaniment of RETURN OF GOODS it constituted a declaration of independence for all

buyers, and though some merchants cannot see it even yet, for sellers, too.

Today ONE PRICE is the law of the land, written in the national statutes, and all rate discrimination is booked for Time's dump-heap.

Those who ought to know freely credit John Wanamaker with having pioneered in this great move for commercial morality.

Said the *Dry Goods Economist* in November, 1899: "The credit for originating and adopting many of the modern methods of retailing is claimed—and justly, we believe, it will be generally admitted—by John Wanamaker."

RETURN OF GOODS was the blow that staggered most, however.

Merchants knew ONE PRICE could be dodged through rebates, but the thought of allowing customers to return purchases and get their money back stunned them—it was hard enough to work off stale and inferior stock once!

The Wanamaker idea was, and is, that before an article is good enough to sell to a customer, it must be good enough to buy back from that customer; that goods worth so much from one side of the counter must be worth just that much from the other side, if FAIR-DEALING is to be more than a catch-penny phrase.

This first application of RECIPROCITY to retail trading was thus announced in 1865:

> *"Any article that does not fit well, is not the proper color or quality, does not please the folks at home, or for any other reason is not perfectly satisfactory, should be brought back at once, and*

if it is returned as purchased, within ten days, we will refund the money. It is our intention always to give value for value in every sale we make, and those who are not pleased with what they buy do us a positive favor to return the goods and get the money back."

The effect was volcanic. At first the buying public could scarcely believe what it read. Still doubting, a few courageous ones decided to "call the bluff." Then they came face to face with one of the Founder's quartet of cardinal principles—Accuracy in word and print!

They received back their money without the haggling and humiliation which even to this day mark the practice in some stores.

For the first time in history Mutuality was given a seat at the table of Merchandising. She sat between buyer and seller, whose rights she equalized.

This Wanamaker innovation was really a new application of the law of rhythm as shown in the pendulum, which must swing back and forth equally to keep the clock going.

Trade's pendulum had long been letting the business clock run slow by swinging too far one way. Good-will had meant good-will toward the seller. It was counted among store-assets—good-will and fixtures going together.

The swing always favored the seller until this New System made it reciprocal—the swing toward Wanamaker's being merely the logical reaction of the Wanamaker swing toward the community and its interests.

It was a practical revival of William Penn's voluntary

agreement with the Indians, that no unfair advantage should be taken on either side.

Its effect was many-sided. Besides balancing benefits between the merchant and his customers, it automatically served notice on the manufacturer that the standard of his product must be so raised and maintained as to leave no room for complaint about quality. No merchant could afford to patronize a mill or factory whose goods were constantly being turned back on his hands. The salesman was freed from all temptation to misrepresent goods, because they would come back if they proved to be deficient.

Back of the manufacturer stood the producer. The Wanamaker RETURN OF GOODS affected him, also. No longer could he defraud the man who took his output of raw material to transform it into tradable shape.

So, in self-defense, he cautioned his helpers—shearers, hoers, pickers, or tenders of mulberry trees—to work better and with greater care.

Down to the very soil; to the very flocks on the hillsides, this plummet of fair dealing fell. It influenced millions of lives to be more genuine in work.

From the other side of the counter it spread in circles no less helpful. It added dignity and ease to the position of the buyer, who was thus freed of the feeling that purchases were welded on him like shackles.

It eliminated much confusion in the home—who has not seen women-folk rise up against the color or fit of a new suit selected by some mere male member of the family?

Above all, it GUARANTEED SATISFACTION without impos-

ing upon the customer any unpleasant method of procedure in obtaining the benefits of the guarantee.

Naturally it was distasteful to narrow-minded merchants who still wore their grandfathers' glasses!

Naturally these custom-bound conservatives predicted its failure as a practical proposition. And just as naturally, the people liked it and took advantage of the new freedom it granted them.

It was not alone the adoption of these progressive principles that caused the Wanamaker business to prosper. It was personal attention to every detail and insistence upon quality of material and honesty of workmanship.

Even at the start the goods offered by the Wanamaker Store were, in themselves, a guarantee.

But this was only the beginning of the revolution.

"STENTON"

Home of the Logan family, near Wayne Junction, Philadelphia. Was completed in 1728.

CHAPTER V.

IN 1874, when the Wanamaker business had become the largest of its kind in the whole land—and when retrenchment in trade reforms would have been welcomed by merchants generally because of the late panic—came the now-famous copyrighted advertisement that announced the addition of FULL GUARANTEE to the already successful ONE PRICE and RETURN OF GOODS.

It was spread broadcast as a guarantee against "Misfits, Mistakes, Misrepresentations and Misunderstandings," and because it marked an epoch in merchandising it is here reprinted in full:

(This Advertisement is Copyrighted.)

Entered according to Act of Congress, in the year 1874, in the Office of the Librarian of Congress, at Washington.

A GREAT STRIDE
UP AND OVER
BUSINESS CUSTOMS

Old methods found to be faulty or objectionable, discarded. A new and advantageous plan hereby adopted.

Already the largest Clothing Concern in America, and leading the trade,

NOW STARTS ON A NEW CAREER

Thoroughly reorganized on a greatly improved plan.

Silencing Objectors! Assuring Equal Rights to all! Ruling out the Possibility of Unfairness! Securing a Scale of still Lower Prices! Dropping every feature liable even to Criticism! Guaranteeing purchasers against

MISFITS, MISTAKES, MISREPRESENTATIONS, MISUNDERSTANDINGS

Dissatisfaction with price or purchase rendered impossible.

Thirteen years of interested and eager observation of different methods of doing business, while establishing and extending the largest clothing trade in the United States, have brought us to the following CONCLUSION—

FIRST—That a customer has a right to some guarantee that his purchase shall prove exactly as represented.

SECOND—That cash throughout is the only basis consistent with the very lowest prices, as credit in every case necessitates higher prices to cover losses by bad debts, interest, lawsuits, hire of collectors, increased number of bookkeepers, etc.

[*Note.—Wanamaker prices are still in 1911 based on cash payments, although for many years, for greater convenience to its customers, it has been the store's custom to render statements of accounts at the end of each month, to be settled within ten days.*]

THIRD—That, though justice does not require it, comfort and actual security in dealing are greatly promoted by giving to the purchaser the privilege not only of exchange of goods, but of returning the same within a given time, and have promptly paid back the cash in full.

FOURTH—That all customers buying at the same time should pay precisely the same price for the same quality of goods.

FIFTH—That the interest of customers will be best served by abandoning the practice of paying salesmen a

percentage on each sale, as it leads to "hurrying-up," and sometimes "over-persuading" buyers to take goods with which they are not fully suited.

SIXTH—That as customers naturally inquire into the character and quality of articles offered for sale, and may not always be correctly informed, or fully understand the clerks, a label, made under the authority and guarantee of the firm, bearing a printed description of the name and quality of the goods, should be attached to each article.

BUSINESS MEN, thoroughly bent on upright dealing, have been thinking over, working out and experimenting on propositions similar to the above, and here and there is an establishment which has accepted one or another of these conclusions, and ordered their business accordingly. But

WE UNHESITATINGLY ADOPT THEM ALL

And confidently relying on the approval and support of an intelligent and discriminating public, we inaugurate what we believe to be the best system in the world, and we now

Announce these as the

FOUR CARDINAL POINTS

By which we will hereafter steer our craft

FULL GUARANTEE **CASH PAYMENT**
ONE PRICE **CASH RETURNED**

EXPLANATION AND ELABORATION OF THE NEW PLAN

FIRST POINT—"CASH"—Houses doing a credit business must provide for losses on bad debts, interest on long-standing accounts, capital locked up, etc. To bear such losses themselves would drive them out of business. Therefore a per cent. is added to the price of each article sold to cover this leakage, and cash buyers, whether they know it or not, really pay the bad debts and the interest on the long credits of the other customers. Under the cash payment system one pays only for what he gets, and contributes nothing to a "Sinking Fund."

By this radical change we shall lose some of our customers, no doubt, but we will gain ten where we lose one, the advantages being so great to all who can avail themselves of them. So we say CASH THROUGHOUT. Bring money for Clothing and we will supply it at prices possible under no other plan.

SECOND POINT—"ONE PRICE"—The fairness of this feature of our plan all will praise. It is simply treating all alike—exacting nothing from indisposition to bargain or ignorance, and, at the same time, conceding all that shrewdness on the shrewdest customer's part could possibly extort, because the "One Price" which we mark on our goods shall invariably be

Not the "First" Price, but the Last and Lowest Price.

Not the "Top" Price, but the Very Bottom Price.

THIRD POINT—"FULL GUARANTEE"—A printed guarantee, bearing the signature of our firm will accompany each garment as a warrantee. This binds us in every sense, and will be honored as quickly as a good draft of the Government of the United States. This is a sample of the full guarantee, and tells its own story—

GUARANTEE.

WE HEREBY GUARANTEE—

First—That the prices of our goods shall be as low as the same quality of material and manufacture are sold anywhere in the United States.

Second—That prices are precisely the same to everybody for same quality, on same day of purchase.

Third—That the quality of goods is as represented on printed labels.

Fourth—That the full amount of cash paid will be refunded, if customers find the articles unsatisfactory, and return them unworn and uninjured within ten days of date of purchase.

FOURTH POINT—"CASH RETURNED"—This is simply a concession on our part to our customers, to secure them full confidence in dealing for goods they know very little about, and we thus prevent any occasion for dissatisfaction from any and every cause whatsoever. If the garment is not exactly what you thought, if your taste changes, if the "home folks" prefer another color or another shape, if you find you can buy the same material and style elsewhere for less money, if you conclude you don't need it after you get home, if the season changes suddenly and you wish you had not bought it, bring it back unworn and uninjured, and the full amount of money you paid will be returned on the spot. What more can we do for our customers than this, when we make our clothing so that they can draw the money value with it equally as well as with a check on the banks?

THE ADVANTAGES incident to a system having for its cardinal points these which we have now explained, are simply innumerable. Saving of time and temper, perfect security, absence of all huckstering, etc., etc.

But above all this,

IT MAKES CLOTHING CHEAP—Sinking the prices several degrees below what they have been heretofore, or could possibly be under the old system.

By dispensing with certain clerks no longer needed, it reduces "Store Expenses."

By enforcing CASH Payments, the bad debts are avoided.

By putting plenty of ready money in hand, it enables us to buy goods at figures that credit men know nothing about.

By increase of sales, a smaller profit on each article is sufficient.

All of these "By-ways" lead direct to CHEAPNESS; and this without lowering the quality or style of our celebrated make of MEN'S AND BOY'S CLOTHING.

SOME OTHER THINGS wherein our plan differs from others:

(a) It combines all the good points which exist, separately or in partial combinations, and it adds some new and important features.

(b) It gives such a guarantee as no house in the world, to our knowledge, ever ventured to give as a rule.

(c) It makes our goods equivalent to checks on a bank, whenever they are presented unworn and uninjured.

(d) It has the great advantage of an immense business already established, to sustain the "New Constitution," and under no other circumstances could so many radical concessions to customers be made.

We have for years been working toward the present point, and, though naturally falling into the current methods of trade, we observed and noted the defects of the old systems, and have been carefully weighing for a long time these newer plans, and preparing for this ENTIRE CHANGE OF BASE.

We now Swing Clear of All Combinations, and Burn the Bridges behind us.

INVESTIGATION IS ASKED INTO ALL WE HAVE HERE PUT FORTH,

Staking the hard-earned and fought-for reputation of our house (of which we confess we are proud) on the faithful and exact fulfilment of all the promises and conditions herein laid down.

On this new, and in many respects Original Plan, we launch the Oak Hall Craft on SATURDAY NEXT, bound for Fall Trade, and by our experience in trade, and all our knowledge of human nature, we are led to anticipate that

MARVELOUS AND UNPRECEDENTED INCREASE OF BUSINESS FOR WHICH WE ARE WELL PREPARED.

Our warehouses, comprising 27 spacious rooms, are

stocked to the full; our home mills have been turning out large quantities of goods to us that are now in store, and Foreign fabrics by the shipload are now on our counters. Our workmen have been a small army, and as diligent and skillful as they are numerous. With the improvements already noted, there are also new styles, new colors, new cuts and more careful finishing. Everything possible has been done to meet and gratify the rush, and now LET IT BEGIN.

WANAMAKER'S

THE LARGEST CLOTHING HOUSE IN AMERICA.

This sweeping blast made the business world gasp. But it was welcomed by the buying public as leading to complete security.

The soundness of this New System was soon demonstrated—first by the opposition it created, next by popular endorsement followed by the quiet imitation of rivals, and finally by general adoption of its salient features throughout the country.

So thoroughly has it now permeated merchandising that there is no important American city or town in which trading does not reflect the Wanamaker spirit.

It was said by Frank D. La Lanne, president of the National Board of Trade, in a notable speech at the laying of the corner-stone of the new Wanamaker Store in Philadelphia:

"In my journeys over America I am asked every day about what is going on here, for other merchants doing large businesses in our country all look to this store as the school to teach them proper retail merchandising, and many of them say, 'We follow as closely as we can the lines of Mr. Wanamaker's honorable dealings.'

THIS wonderful development stands today as the best and greatest achievement of modern times. It teaches the world that all who have been identified with it have done the best with the means at hand, and the result is just what Mr. Wanamaker started out to accomplish. Behind artisan, architect, and designer must be the master controlling mind to conceive the original enterprise and gather together the men and material; to formulate the plans, develop the prospect, and finance the millions invested. Along with this is the companion thought that this merchant has taken the advance step beyond all other merchants in the world, and now insists on making merchandizing a science.—*Hon. Geo. B. Orlady, Associate Judge of the Superior Court of Pennsylvania, at the laying of the Corner-stone of the New Wanamaker Store, Philadelphia, June 12, 1909.*

IN my journeys over America, I am asked every day about what is going on here, for other merchants doing large businesses in our country all look to this store as the school to teach them proper retail merchandising, and many of them say: "We follow as closely as we can the lines of Mr. Wanamaker's honorable dealings."—*Frank D. LaLanne, President of the National Board of Trade, at the laying of the Corner-stone of the New Wanamaker Building, Philadelphia, June 12, 1909.*

"A giant merchant in the West said to me the other day, 'I run two stores in two cities, and I have found that when my advertising agents deviate from Mr. Wanamaker's straightforward methods our trade begins to fall off, but when we advertise in the Wanamaker way and deliver goods in the Wanamaker way, our business increases.'"

If there be any secret behind this widespread existence of the sincerest form of flattery, it is this—that Wanamaker's has grown to be FAR MORE THAN A STORE, even as it was beginning to be in 1874, two years before the move to the "Grand Depot."

It then, as now, offered conveniences as the rightful due of customers, and not merely as courtesies.

It regarded each purchaser as a sort of partner in a joint business transaction, and therefore entitled to money back on return of goods as a matter of JUSTICE, not as a favor.

It gave its employes a new standing by recognizing a social duty to them as co-workers, and it required of them neither deceit nor falsehood in the performance of their duties to customers.

ABSOLUTE HONESTY was its keynote. Marks and labels had to be genuinely true, and all statements made verbally, or in print, wholly accurate.

These were real innovations, for the excellent reason that there existed no models from which to copy.

They made Wanamaker's the first NATIONAL store, with customers in every State and Territory, though long ago the Founder said:

"Let the people of a locality stay by and support their

will be sufficient in what it may not pay other stores to keep or search the world to obtain."

And instead of injuring business generally or impeding trade progress, as had been freely predicted, this New System of Merchandising speedily increased sales on all sides. For it compelled the adoption of right methods in at least some measure, and waked the sleepers to a certain and unprecedented regard for economic truths.

Mr. Wanamaker himself said to his co-workers in his farewell address in the last section of the old Philadelphia Store:

"Pause a moment and think what it would mean to America if instead of our dismantling this old building we were by some mystic power dismantling the new system of business, which began with you, which you worked out, and that has been spread from this old spot all over our country. Suppose we were dismantling that! Letting it all go; going back to those old, old methods of misticketed goods, goods made at Manayunk and ticketed 'French,' and the like of it; and the haggling of prices. The dogs of barkers that used to be on the street, outside, to bring the customers in; and the dogs inside, so that nearest store for all they can get out of it. Our dividend when you got in you could not get out unless you bought something!

"That was the experience that led to part of the foundation of this business. It was my own personal experience when I was a boy, and I never forgot it—that I got into a store and couldn't get out. I said if I ever got a store I would have bright and handsome people who would welcome and wouldn't hold the customers fast unless they bought. And we have perfected and lived on

it, and the world is a great deal better for it. Better for the confidence and faith, and the conveniences that we inaugurated, and that which makes the customer feel when he comes to see us that he will receive the service.

"What would we not all do to avert such a calamity as going back to this old method—what a setback to the world it would be. Have you thought of the outcome of the things that were started here, which we have held fast to and which now have spread all over the country?"

CHAPTER VI.

SIXTEEN years of the Wanamaker System as applied to the retail clothing trade laid a broad and firm foundation for something larger and more far-reaching, and in 1877 the Wanamaker laws of MUTUALITY were extended to many lines of dry goods, all sold under one roof and subject to the same guarantee that had already revolutionized trading methods.

This branching-out came in answer to popular demand, and the NEW KIND OF STORE, as it is even to this day, began its service as a PUBLIC UTILITY.

The Founder contended:

That trading is a science;
That it is equally fair for a man to compete with one or one hundred men;
That such competition benefits communities by discouraging monopoly and reducing prices to a minimum;
That old and cumbersome methods of storekeeping actually create a tax upon the people, and
That a close alliance between producers and consumers is of as much value in cheapening necessities as labor-saving machines have been.

This was the economic bedrock upon which the New Kind of Store was based.

The "granite" selected for its walls was SERVICE.

"How can we better serve people?" became the eternal question of the Wanamaker business.

"PUBLIC SERVICE is the sole basic condition of retail business growth," said John Wanamaker in an address on "The Evolution of Mercantile Business" before the American Academy of Political and Social Science some years ago.

"To give the best merchandise at the least cost is the modern retailer's ambition. He cannot control costs of production, but he can modify costs of distribution and his own profits.

"His principle is the minimum of profit for the creation of the maximum of business. The keen rivalry of retail trading is inimical to a combination between different and competing firms and companies. Such a combination would advance prices, diminish consumption and increase cost of production.

"The vast varieties of merchandise required by the modern retail store make combinations for the control of articles in process of and possible of manufacture in every part of the world practically impossible. It is possible for retail merchants in several localities to combine purchases for the sake of economy, but such co-operation differs widely from the organizations commonly known as trusts, for its only effect on prices would be to reduce them.

"Extensive retailing in this country is the product of competition in buying and selling, for there does not exist in retail business any known combination for the control of unpatented and unpatentable merchandise, nor for the fixing of prices in the interests either of merchants or manufacturers.

"The entire practical influence of the modern depart-

ment store is powerfully against monopoly in any branch of manufacturing or selling."

Again, at the laying of the corner-stone of the new Philadelphia Store, Mr. Wanamaker epitomized the notable change of 1877 as "the assembling of the world's best products upon the most intelligent and economical basis."

This opening of the New Kind of Store fanned into a furious flame the embers of opposition that had been smouldering since the ONE PRICE and RETURNABILITY OF GOODS declaration in 1865!

From the fuss made one might have thought the Founder's sole motive was the murder of small or exclusive mercantile establishments, whereas actual figures show that since the broadening of the Wanamaker business the percentage of increase of such stores has been greater than the percentage of increase in population!

While narrow-minded merchants sought by every means to discredit the startling move, the people welcomed it as a long-desired benefit.

So new to the world at large was the idea of a great general store that the first wonder was not whether the Wanamaker System would prove equal to larger and more varied demands, but whether such a store could succeed.

It was, indeed, a bold venture—a Columbus-voyage into unknown seas of merchandising, but the ship of plans was steered by tested principles of fair dealing and the compass-needle of purpose pointed toward the pole of true service.

One thing was certain—history up to that time contained no record of true service having failed!

So sneers, jeers and disguised fears, blatantly loosed in

varying degrees of sarcasm and vituperation, were not heeded, nor did they accomplish more than to intensify the Wanamaker determination to serve the public.

"I contend that the department store development would not be here but for its service to society," said in after years the Founder of the New Kind of Store—"that it did a public service in retiring middlemen; that it neither denies rights to others nor claims privileges of State franchises, or favoritism of national tariff laws."

"If there be any suffering from it, the pressure is that of competition, not monopoly. I contend that so long as competition is not suppressed by law, monopolies cannot exist in storekeeping, and that the one-quarter of the globe which cannot be captured by trusts is most assuredly that of the mercantile trading world."

"I hold that the evolution in trade was inevitable, because it was water-logged by old customs that overtaxed purchasers; that there was at work for a long time a resistless force moving towards the highest good of humanity; that the profit therefrom to individuals who have risked their own capital, as any man may still do if he choose, has been insignificant, compared to the people benefited both by the cheapening of the comforts of life and by the improved condition of persons employed."

"I believe the new American system of storekeeping is the most powerful factor yet discovered to compel minimum prices. Perhaps some one will ask what effect reduced prices of merchandise have upon labor. It is a noticeable fact that lowered prices stimulate consumption and require additional labor in producing, transporting and distributing. The care of such large stocks, amounting in one single store upon an average at all times to between five and six millions of dollars, and the preparation of and handling from reserves to forward stocks, require large corps of men."

"Under old conditions of storekeeping a man and his wife or daughter did all the work between daylight and midnight. The new systems make shorter hours of duty and thus the number of employes is increased, while many entirely new avenues of employment for women are opened, as typewriters, stenographers, cashiers, check-clerks, inspectors, wrappers, mailing clerks and the like. The division of labor creates many places for talented and high-priced men, whose salaries range alongside of presidents of banks and trust companies and similar important positions. It is universally admitted that the sanitary conditions which surround the employes of the large stores are better than in the old-time smaller stores and that employes are considerably better paid."

THE CHEW HOUSE, GERMANTOWN, PHILADELPHIA
Used as a Fort by the British during Battle of October 4, 1777

CHAPTER VII.

SUMMED up, the Wanamaker idea of business as planted in the soil of '77 is:

I.

To establish a New Kind of Store, based upon a system of business, free from defective old methods and lack of methods, and upon principles, first put into operation here, by which it must steadily grow better.

II.

To combine certain carefully chosen businesses under one roof and one co-operative administration; to maintain the individuality of each section as much as if it were in a separate building, and thereby construct a commercial enterprise obviously different from what is popularly known as "a department store."

III.

To specialize each class of business undertaken; improve upon it; perfect it and make it superior, in course of time, to any separate business of its kind.

IV.

To build up a system with reciprocity between buyer and seller as the fundamental principle. Values to be fairly and unalterably fixed upon a basis of immediate cash payments, with protection to buyers in price, and

goods returnable without explanation or embarrassment within specified regulations (mostly sanitary upon the broad ground of unity of interest). Discounts to clergymen—(a sentiment) and to sellers of goods "to live and let live," only possible by surrendering a part of what belongs to ourselves of profit and sometimes of principle. No credits but monthly accounts, for convenience only, and prices for everything kept steadily at figures calculated for cash on delivery.

V.

Accuracy and straightforwardness throughout to be the first requirement, and above all, exactitude of service with each transaction, small or large, without considering the profit in any one instance.

VI.

Not to allow the sale of merely profit-giving classes of goods, irrespective of intrinsic worth—the governing and inflexible rule being to provide only trustworthy merchandise, excluding all other.

VII.

Inasmuch as thousands of people are obliged to spend their lives in the business, its power shall be exerted, without neglect of its first duty to its supporters, to advance the welfare of those employed, by means of healthful accommodations, the continuation and extension of the shortened hours, the courtesy of summer recreations and higher and higher standards to make a business life honorable and self-respecting. To this end a system of training shall be maintained to enable diligent and earnest people to develop business ability and find careers, contentment and adequate remuneration in daily toil.

CHAPTER VIII.

WHAT a Monday it was for Philadelphia—and all the wide world of buyers and sellers!—when on March 12, 1877, the doors of the first store of its kind were thrown open!

Seventy thousand persons visited the store that day.

The President of the United States called that month, and asked for the proprietor. Merchants from all the great cities and trade-centers came to see and to learn.

The chief interest was clearly shown to be in the New System of business—a system under which buyers are protected; under which children can buy as safely as their keen-eyed parents; that turns the drudgery of shopping into pleasure, and not only saves time for the shopper, but so assembles the merchandise as to secure economy by which costs of doing business are lessened, to the advantage of the consumer.

A system that gives to a great store the spirit of a home, filled with things people can look at as often as they like and learn about without any hint of obligation; that creates confidence by its long-established principles of one price and return of goods, and cultivates the popular taste in many directions.

A System of Seven Lamps which, in the "speech of the store," are as follows:

A LAMP OF TRUTH—throwing its searchlight over the merchandise we sell, over the statements of our salespeople, and over our announcements in the public prints.

A LAMP OF JUSTICE—assuring one fair price to everybody, extending the privilege of return and exchange of goods, and searching out errors that they may be rectified.

A LAMP OF COURTESY—opening the store freely to the public as an exposition of the world's best products, serving the people carefully and politely at all times, but never importuning them to buy.

A LAMP OF FAITH—keeping that faith with the public which gives the public unbounded faith in the store—faith in its goods, faith in its prices, faith in its statements, faith in its service.

A LAMP OF INITIATIVE—the initiative of courage, not of rashness; the initiative that makes footprints where none was before; the initiative that has made this business the world's largest retail distributer of merchandise.

A LAMP OF EDUCATION—the training of our boys and girls, of our business family, of ourselves; and the education of the public in merchandise; the filling in with useful knowledge and the development to the full of all our faculties and powers—with the one end in view: TO BETTER SERVE THE PUBLIC.

A LAMP OF CO-OPERATION—The mutuality of this business—of the owners, of the faithful employes, and of the generous public—whose interests are one; the new spirit of storekeeping, that CO-OPERATION, not competition, is the very life of business.

The starting point of this new sort of business was fixed in the community of interests, and the general aim was to preserve a balance of fairness between all concerned in it or touched by it.

How well it has practiced the many high principles here enumerated is best left to an authoritative and

unprejudiced observer whose life has been devoted to the study and teaching of elemental truths—Dr. Josiah H. Penniman, Vice-Provost of the University of Pennsylvania, who thus concluded his address at the corner-stone laying of the new Philadelphia Wanamaker Store:

"A thorough knowledge of what this store really represents in its relation to the work of the world is in itself a broad education, for within this building are found in operation almost every law of political economy; almost every application of scientific knowledge to the service of man, or the results of such application—but, above all, the finest example in large business, of which I have any knowledge, of the operation of the Ten Commandments and the Golden Rule."

BARTRAM'S MANSION, WEST PHILADELPHIA

Front view of porch. Erected in 1731, in the midst of the most famous Botanical Garden in America

CHAPTER IX.

IN its physical and financial formation, the Wanamaker business is as unlike the average modern commercial project as is its spirit of merchandising.

It has been a growth from within out, not a consolidation of many private concerns into a vast corporation dependent for its money-support on the marketing of its shares.

To secure the products it needs, it unites large cash capital for cash dealing with manufacturers, and its invariable rule—based on the principle of large sales and small profits—is not to sell these products for as much as they will bring, but for as little as possible.

Based upon two vital things—TRUE PUBLIC SERVICE and TRUE MERCHANDISE—it seeks to reduce the cost to the consumer by scientific purchase and sale of merchandise and by a reduction of fixed charges made possible by massing large variety under one roof and one management. Also by organizing conveniences and service, and organizing individual effort to gain understanding of the secrets of production and to master methods of manufacture so as to reduce prices or obtain better value for customers.

The business is conducted through a series of individual departments. The head of each is responsible directly to John Wanamaker himself, or, to use his own phrase at the opening of the new Wanamaker building in New York, to one of the "two best assets of the store," Rodman

Wanamaker—his other son, Thomas B. Wanamaker, having died in 1908, leaving a place never to be filled.

An executive staff takes some of the managerial burdens from their shoulders, and each department is really a specialized store, whose active head has only to prepare and sell the proper merchandise. All problems of finance, delivery, employing of salespeople and advertising are taken over by other specialized departments, which pay attention strictly to such branches.

These different departments, or stores within stores, vary in ways other than the quality and sort of taste exercised therein. For instance, take the refund of money for goods returned—one department head is broad enough to understand and welcome the situation, and to carry out in full the System's fixed policy of complete satisfaction. Another has different training, and is of different fibre, and may resist this policy.

One may have been trained in the old school idea of making as much money as possible on each separate sale —though as soon as such a condition is discovered it is stopped—while another fully realizes that the nimble nickel pays; that it is better to make 10 per cent. five times than 50 per cent. once, because it is better to have five customers go around saying, "See this fine money's worth I got at Wanamaker's!" than to have but one customer thus advertising the stores.

So there is still another specialized department called the Bureau of Adjustments, where all errors (of human service) are corrected and unintentional wrongs righted by a chief who is responsible only to the head of the business whom he personally and directly represents. The customer is always right, is his watch-word.

CHAPTER X.

THE Wanamaker conception of a great store's duty to the public may be thus summarized:

1. To gather conveniently under one roof all the world's products for personal wear and home-furnishing, selecting with expert care and wise discrimination; buying always the best, but buying with such knowledge and judgment as to admit of selling at the lowest possible prices.

2. Keeping constantly in stock the staple merchandise in general demand, but assuming the greater duty of sending buyers into strange places and over little-traveled roads to seek new and different things not found in the usual channels of trade.

3. Always seeking to do a thing better than has been done; working aggressively with manufacturers to have merchandise better made or manufacturing conditions improved; placing orders conveniently, so that economies in cost of production may be secured for the public, and constantly developing newer and better styles and ways to produce them at prices lower than equal qualities in commonplace designs.

4. Providing a store service that is courteous, intelligent, prompt and efficient, so as to make shopping as pleasant as it is satisfying, and recognizing the FACT that good morals and good manners are as important as good merchandising; that the customer's comfort and conveni-

ence deserve first thought, and that NOTHING BUT PERFECT SATISFACTION EVER SEALS A SALE.

The Wanamaker Stores must be pleasant resorts, not traps; the Wanamaker advertising must be carefully prepared news; visitors must be secure from importunity; employes must be trained in the New System and in the law of courtesy; and mail orders must be executed by shoppers trained to think only of the customer's wants and wishes.

In pursuance of its policy to give the best service at least cost to those who turn to it, the Wanamaker System goes to primary sources for its supplies, and by going at times when the wheels of production would ordinarily be idle, it helps the manufacturer with what is practically an all-the-year-'round market.

At the same time it helps industry by the continuity of employment, and by buying at least cost it can afford to buy largely, thus verifying the truth that "increased production stimulates industry, which in its turn reacts beneficially on production."

It needs no argument to show that a system which increases both production and consumption must contribute to the welfare of both producer and consumer—in other words, of the entire community. Ruskin says: "The prosperity of our neighbors in the end is our own."

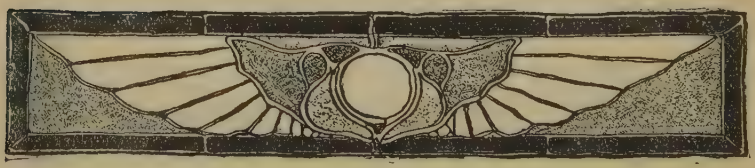
With their continuous display of novelties and utilities, the Wanamaker Stores not only educate the popular mind in the progress of invention, but foster invention. They diffuse the blessings of human skill among innumerable homes to which these would otherwise be strangers.

Every home has been put in closer touch with civiliza-

tion. The word "commerce" primarily meant traffic; in its secondary meaning it stands for social intercourse, fellowship. Emerson says: "The end of friendship is a commerce the most striking and homely that can be joined."

Buying in bulk, the system continues the process of economy by shipping in bulk. It was formerly taught that retail trade carries on exchanges between people of the same country only—as distinguished from international trade. This system has changed that—abolishing all boundaries but the ends of the earth.

There is rarely a day that foreign steamship lines, equally with railroad lines, are not bearing their freightage to these stores from all parts of the world. The result would be congestion but for the local distribution system, which with its van equipment keeps an open line of communication with every home in Philadelphia and New York and suburban points, while the mail and express systems extend the contact of the stores to every corner of the country.



CHAPTER XI.

HOW much and in how many different ways the Wanamaker Stores have helped mankind may be seen from the following list of some distinctive public services they have rendered in their fifty years of activity:

IN INDUSTRIAL WAYS—Shortening business hours, 1862. Inaugurating Saturday half-holiday, 1886.

IN ECONOMIC WAYS—By placing retail business on a scientific basis, which raises the standard of Merchandise and lowers the prices, cuts out waste in production and distribution, and brings the producer directly to the door of the consumer; and by placing on a firm foundation the New Kind of Storekeeping, which stands squarely on the four legs of one price, return of goods, freedom of shopping and mutuality between employer, employe and the public.

IN BUSINESS WAYS—By giving retail trade a regular pulsebeat, by periodic sales.

IN BUSINESS PANIC—Helping factories to keep running, by marketing their goods at cost.

IN COMMERCIAL WAYS—By opening sure markets to American and foreign goods. By training their own people in scientific merchandising, and by demonstrating that merchandising is a science.

IN EDUCATIONAL WAYS—By continual exhibitions, industrial, artistic and instructive; and by organizing the

first Store Commercial Institute and the first Store University, the "American University of Trade and Applied Commerce," in which store people are given a thorough business training.

IN INTELLECTUAL WAYS—By revolutionizing book trade methods and prices and by demonstrating practically that publicity is a science.

IN MUSICAL WAYS—By revolutionizing the piano trade. By inaugurating store concerts. By giving store people vocal and instrumental training.

IN FURTHERING THE FINE ARTS—By stimulating native talent with competitive exhibitions and by importing the best works of foreign art salons.

IN LIFTING FASHION TO A RECOGNIZED ART SHOW—The first American stores to plant themselves amid the Paris fashions; to systematically gather and report them by cable; and to give them to America as promptly as Paris herself can get them.

IN LIFTING THE PLANE OF DOMESTIC LIFE—By the great Store of Galleries opened in New York, October, 16, 1908.

IN STIMULATING INVENTION—By introducing electric lights (December 26, 1878), cash carriers, cash registers, vacuum cleaning, etc.

IN SCIENTIFIC WAYS—The first retail establishment in the world to use electric light, to pierce the flag of doubt and uncertainty concerning wireless telegraphy and announce its readiness to receive Marconigrams.

IN ARCHITECTURAL WAYS—By raising a new standard of store architecture which merchants and architects may study as a model.

IN HISTORICAL WAYS—By preserving and perpetuating local history, and by presenting object lessons of great events in the history of mankind.

IN WAYS OF PUBLIC ACCOMMODATIONS—By keeping store telephone service in operation night and day.

IN INTERNATIONAL WAYS—By making all countries better acquainted with America, and making Americans

familiar with the useful and beautiful products of every country under the sun.

IN SANITARY SCIENCE—By introducing sanitary cooking vessels; by free lectures on cookery; by the introduction of sanitary methods of store cleaning, etc.

IN CONSERVING PUBLIC SAFETY—The Philadelphia store is the first to have its lighting and heating plants entirely outside of the store building.

IN COLLEGIATE WAYS—By making Commerce so distinctly a science that the universities and colleges of America now class it with "the learned professions."

IN LOOKING TO THE HEALTH OF THE CHILDREN—By being first in the country to send the store boys regularly to camp every summer.

IN PROMOTING THE CHILDREN'S HAPPINESS—By being first to provide playrooms and holiday exhibitions and first to establish "Children's Day."

In times of stress the Wanamaker Stores have also had the privilege, along with others, of helping humanity.

IN WARTIME—Helping to clothe the armies in 1861-65. Helping to equip marine corps, 1898.

IN PESTILENCE—Gathering and shipping goods to yellow fever victims in the South, about 1868.

IN TIME OF CONFLAGRATION—Gathering and shipping supplies to Chicago fire sufferers, 1871.

IN TIME OF FLOOD—By gathering and shipping supplies to the Johnstown victims.

CHAPTER XII.

MANY of the well-established business laws of the present day came into our lives with the advent of the Wanamaker System, among these being:

One fixed price on all merchandise.

Exchange of goods or refund of money within certain hygienic limits.

Shorter business days. Summer vacations with full pay. Saturday half-holidays.

Rigid inspection of all goods and labels. Selling goods for exactly what they are. No misrepresentation.

Scrupulous verification of all statements about merchandise before giving them publicity.

Freedom and courtesies of the stores without obligation to buy.

Open doors to the markets of the world, but giving home markets precedence.

The logical upgrowth of these equitable practices as applied to retail trade is magnificently represented in the twin Wanamaker Stores in New York and the new Philadelphia store—the largest and finest in all the world.

"This wonderful development stands today as the best and greatest achievement of modern times," said Judge George B. Orlady, of the Superior Court of Pennsylvania,

at the laying of the Philadelphia cornerstone. "It teaches the world that all who have been identified with it have done the best with the means at hand, and the result is just what Mr. Wanamaker started out to accomplish. Behind artisan, architect and designer must be the master controlling mind to conceive the original enterprise and gather together the men and material; to formulate the plans, develop the project and finance the millions invested."

"Along with this is the companion thought that this merchant has taken the advance step beyond all other merchants in the world and now insists upon making merchandising a science. Even so, the relations of the world must be as the relations of the employes across the counters of this store—fidelity, manliness, loyalty and integrity."

The changes wrought by the Wanamaker System along intellectual, moral and material lines have been inestimable. Commercially they permeate the whole business system of the country, and their effect is leavening.

President Cannon, of the National Association of Credit Men, has declared:

"The spirit which pervades the business world at the end of this nineteenth century is loftier in tone than ever before in the history of this country;" and he adds: "While the spirit of competition is keener today than ever before, I think there is less and less malice and harsh feeling between competitors in similar trades as time goes on."

It is fair to assume that the Wanamaker System has had something to do with this ameliorated feeling. Certainly there is no community large enough to sustain a printing press in which its influence is not reflected day

by day in the advertisements. Unworthy methods have been crowded out.

Modern storekeeping is no longer a horsetrading business or a peddler's dickering. It is a serious business, cleanly and honorably conducted. It is finding a market for and distributing the world's merchandise.

An institution that disposes of many millions of dollars' worth of merchandise annually benefits the country infinitely more than even these large figures indicate. Some of these millions go right into the hands of Wanamaker employes. Other millions go into manufactories in towns and cities all over the country, to pay the workers there. These workers spend their earnings among the shopkeepers of their home towns—making prosperous times there.

The circles of benefit are of unlimited circumference and never-ending continuity—making for the nation's universal prosperity.

It is a part of the history of the business that some years it made a division of profits to the employes and later adopted a regular system of half-yearly advances of salaries upon their working records, and a bonus upon the sales of the month of December.

It established an insurance association, with three classes of sick and death benefits, which has distributed since its formation, June 21, 1882, up to February 1, 1911:

Paid out sick benefits	$335,469.14
Paid out death benefits	133,057.21
Total	$468,526.35

It established and maintained at the expense of the founder of the business a pension roll upon which the

aged and disabled receive half pay, and, in some cases, more than that.

It established and still maintains the Annie McDowell Circulating Library, containing 4100 volumes, for the convenience and saving of time of employes.

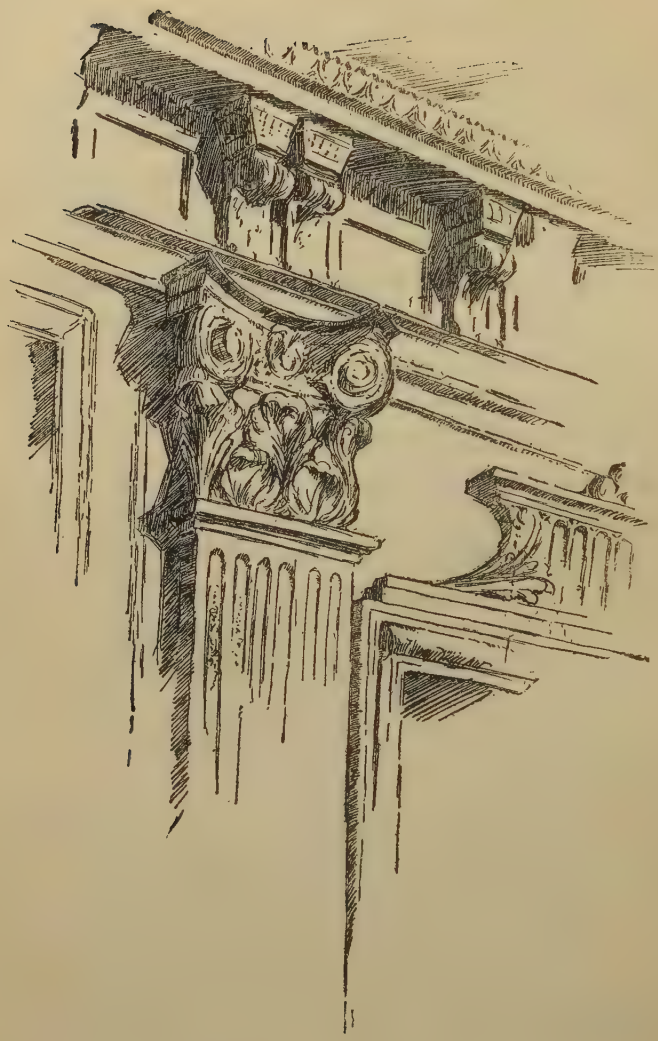
It maintains a saving fund for employes, with inducements to save.

The building associations instituted and managed by its employes are most successful methods of saving.

The Wanamaker System has not accomplished these results by economic methods only; it has rested its cause as well on intellectual and ethical grounds. In addressing the public it appeals to reason only, depending neither on importunity nor on exaggeration, and it proceeds upon the ethical plan of treating all people alike—of preserving their self-respect in buying, and of respecting the confidence which they have been asked to bestow.

It is not prophecy, but logic, which affirms that the system which has attested itself in peace and war, in good times and bad times through an entire generation, only stands upon the threshold of its career.

Its Founder said not long since: "Having already in large degree revolutionized the retail business of the United States, this system must now, with the encouragement of its past achievements, continue its mission with increasing power to elevate and improve by education and example and larger facilities the life and work of the business forces of the world."



ARCHITECTURAL DETAIL SKETCH OF COLUMN IN WANAMAKER STORE, PHILADELPHIA

BOOK THREE.

MERCHANDISE.

CHAPTER I.

THE GOLDEN AGE.

THE Eleventh and Twelfth Centuries are sometimes called the Golden Age of Commerce. Venice was the center of the Commercial world.

But commerce then meant merely trading by ship. Goods were transported over seas from city to city, within a small radius, and sold in booth or bazaar.

Today commerce is a far greater achievement. It includes everything that has to do with both production and distribution, and thus embraces the first two of the five human activities—which are: production, distribution, education, government and evangelization. It even largely includes education, as will be seen in a later chapter. People are best educated by what they see and what they live with—and a great part of this is merchandise.

The Twentieth Century is really the Golden Age of Merchandise.

Manufactured products for personal wear and for home adornment are today better made, more artistic and refined than in any age of the world's history.

If one points to the lost arts of Egypt and some of the older countries, the examples merely prove the general rule. One manufactured product in which the ancients excelled is overweighted by a hundred other superior products of today.

The Golden Jubilee, in which the Wanamaker Stores celebrate their fifty years of business, is thus a world's exhibition of this Golden Age of Merchandise. For the Wanamaker Stores are every day a world's exhibition of the best merchandise that man's mind has yet conceived and man's hand yet fashioned.

It is also true that this is the "Golden Age of Merchandising." Never, since trading began between men, was it carried on with such high ideals, such conveniences, such accuracy and justice, with such mutual benefit to the public, the trader and the manufacturer, as it is conducted today.

The world has greatly sharpened its conscience within the last fifty years.

Commerce is the whetstone.

CHAPTER II.

WANAMAKER MERCHANDISE.

> Trustworthy Goods only. Straightforward one price. Exactness of all Statements. Purchases returnable within a fortnight (with few exceptions) for credit, or refund when presented with sales-slip of purchase.

THIS is the guarantee printed on Wanamaker packages, over the name of the corporation.

It is a guarantee of MERCHANDISE, for if the merchandise is right at the price paid, the sale will involve QUALITY, EQUITY, SATISFACTION, and there will be no return of goods.

Conversely, there can be no equity nor satisfaction without merchandise of QUALITY.

Trustworthy goods only!

In the early days of Wanamaker storekeeping goods were marked with different color tickets—"first grade," "second grade," and so on. Guarantee of quality was such a new thing that it was necessary to tag plainly each grade of goods.

Today Wanamaker quality is so well known that the broad, general guarantee covers everything.

"Return what is not satisfactory." There can be no stronger guarantee than this of both quality and price.

Wanamaker merchandise is now accepted as standard.

It is so accepted because it is the best merchandise that can be procured at the price asked.

It is also exactly what it is represented to be.

LINEN at Wanamaker's is LINEN—pure flax fibre. No union linens (cotton mixed with linen) are sold.

WOOL is PURE WOOL. All fabrics used in Men's Clothing are PURE WOOL, under acid test.

SILVER is sterling silver, .925 fine, the English standard.

GOLD is marked by the karat—10, 14, 18 or 22 karat, as the case may be.

DIAMONDS are perfect, unless otherwise stated.

Wanamaker furs are always true to name. Even skunk is called skunk, instead of sable; can there be any test of sincerity more severe?

In bedding, horse hair is horse hair. When other hair or fibre is mixed in, the tag plainly indicates the mixture.

Upholstered furniture is stuffed with exactly what the label shows.

Blankets and muslins and linen sheets are the exact size in inches the ticket indicates. Misleading "quarters," as measurements, were long ago discarded.

Spool thread and ribbons are the exact length of the marks of quantity on the spool or bolt.

There need be no inspection of weights or measures in the Wanamaker Store. The store is its own inspector.

When the National Pure Food Law (covering toilet articles) went into effect some years ago, it was unnecessary to change a single Wanamaker label.

Wanamaker candy has always been pure.

In writing paper, the Wanamaker Store originated the practice of selling by the pound—to give full value for the money paid.

Where leather is used—in shoes, gloves, luggage, the binding of books, or in harness—the name used in its description is accurate.

A foreign label is never used on domestic goods. Paris millinery and Paris lingerie come actually from Paris. London hats for men come from London. Wanamaker's was perhaps the first to take misleading labels out of hats and millinery.

Oriental rugs are always genuine. Turkish rugs are never sold for Persian; nor washed rugs as antique—unless they really are antique.

In furniture, mahogany is mahogany—not mahogany finish.

No special credit is assumed for this genuine way of selling genuine merchandise. It is merely part and parcel of the Wanamaker System, which outgrew old misleading practices and set up the new Wanamaker Standard of merchandise and of merchandising.

To bring about the new conditions, however, it was necessary to become a manufacturer of certain classes of goods which could not be bought in the open market.

And to this day—a sidelight on the tenacity of old customs—the Wanamaker Stores are compelled to make their own laboratory toilet products, their own candy, their own bedding, and to plan, originate and have made to their own specifications many kinds of goods.

This makes Wanamaker merchandise DISTINCTIVE as well as genuine. It gives it the touch of novelty, of

exclusiveness. "Things always seem different at Wanamaker's," people say--and they are different. To sell what every other store sells is not the Wanamaker custom. If this were its whole ambition there would be little use for the Wanamaker Stores, little warrant for building them up to their present giant proportions. Nor could they have been built up on this basis—of doing what has already been done, and no better. It is only the store that does an old thing better or a new good thing well that prospers beyond the average.

There is, therefore, a three-fold test of all Wanamaker merchandise—

1. It must be genuine.
2. It must be original, whenever possible.
3. It must be what people want, as well as original.

As a fact, nearly all Wanamaker merchandise is made to the stores' order—to Wanamaker Standard—which continually keeps a little in advance of the general standard.

CHAPTER III.

AMERICAN MERCHANDISE.

SINCE the markets of the world are open and free to all, the Wanamaker Stores hold it a public duty to select in any market the best merchandise that can be procured.

Where qualities and prices are equal, this duty is fulfilled by patronizing first American manufacturers.

Since Wanamaker's originated in Philadelphia, it goes a step farther and gives preference in the Philadelphia Store, wherever possible, to home manufactures.

Wanamaker's was the first large store in this country to hold "American Week," with special displays of American manufactured products—a practice now being copied (in 1911) in London and other cities of England, where the stores are having a week's exhibit of British products.

It was the first to hold an exposition of American industries, exhibiting in motion the machinery on which these manufactured products are made.

It was the first to organize an exhibition of Philadelphia manufactures.

From the very first it formed strong, mutually helpful alliances with home manufacturers, which exist to this day.

When the Philadelphia Store inaugurated American Week, October 17, 1904, giving over the store's displays to American-made goods and exploiting American products, it received many telegrams from United States Senators and Governors of States, some of which follow:

I approve most heartily of your practical endeavor to persuade Americans to make use of American goods, and I sincerely hope that success may crown your efforts.

WM. P. FRYE,
U. S. Senator from Maine.

Any movement that tends to encourage the use of American goods in preference to foreign, deserves the support of all patriotic citizens. You are doing a work that will be of inestimable value to the best interests of our country.

J. H. GALLINGER,
U. S. Senator from New Hampshire.

You are to be congratulated on the policy adopted for promoting the development and extension of trade in American goods. Every effort in this direction is for the welfare of the country at large.

JOHN F. DRYDEN,
U. S. Senator from New Jersey.

Your method of setting forth and emphasizing the value of domestic products deserves commendation of our people. The impetus of your initiative movement will be felt through the country, resulting in appreciation by consumers of the superiority and cheapness of American products and giving encouragement to the manufacturers who aim to make their products conform in quality, mode

I APPROVE most heartily of your practical endeavor to persuade Americans to make use of American goods, and I sincerely hope that success may crown your efforts.—*Hon. Wm. P. Frye, U. S. Senator from Maine, in a telegram to the Philadelphia Wanamaker Store, October, 1904.*

YOUR plan to advance American manufactures by a classified display of domestic production by States must awaken a new interest in the high quality of our production, both in material and workmanship. You deserve the support and encouragement of every loyal American. The proposal is worthy of the great commercial enterprise which has carried your name into every home in our country.
—Hon. Robt. M. LaFollette, United States Senator from Wisconsin, in a telegram to the Philadelphia Wanamaker Store, October, 1904.

of preparation and prices, to the tastes and requirements of the American people, and believe they are by right entitled to preference in American markets. They therefore demand that the Government shall effectually protect our people and themselves against competition by adulterated and falsely labeled goods.

THOMAS R. BARD,
U. S. Senator from California.

I congratulate you heartily on your campaign in the interest of manufactured products of the United States. The movement is patriotic, and undoubtedly will prove fruitful in industrial results.

JOHN H. MITCHELL,
U. S. Senator from Oregon.

Your efforts to favor manufactured products of the United States is very laudable. Will result in great benefit. Wish you great success.

W. A. CLARKE,
U. S. Senator from Montana.

Most heartily approve your plan to encourage the use of domestic manufactured products. The display of American goods you propose should aid materially in popularizing home manufactures.

F. E. WARREN,
U. S. Senator from Missouri.

Your wholesome policy of specializing on American products is most commendable and as illuminating as a world's fair.

T. C. PLATT,
U. S. Senator from New York.

You are doing good work. United States should manufacture everything her people need.

LEVI ANKENY,
U. S. Senator from Washington.

I congratulate you on the broad Americanism which prompts you to give over your stores for the week of October 17 to a display of the products of American manufactures. I am in hearty sympathy with the motive which thus prompts you to exploit our own products, and am sure it will have a stimulating effect upon American industry.

BENJAMIN B. ODELL, JR.,
Governor of New York.

Am deeply concerned in all efforts directed to the upbuilding of our home industries. Shall watch the result of your experiment with interest.

JOHN H. MICKEY,
Governor of Nebraska.

Retailers are responsible for the unnatural foreign goods fad. I heartily approve of your efforts to counteract this delusion, which should have been dispelled years ago.

CHAS. M. HERRIED,
Governor of South Dakota.

Your plan to advance American manufactures by a classified display of domestic production by States must awaken a new interest in the high quality of our production, both in material and workmanship. You deserve the support and encouragement of every loyal American. The proposal is worthy of the great commercial enterprise which has carried your name into every home in our county.

ROBT. M. LAFOLETTE,
Governor of Wisconsin.

THE publicity which you have given in the home of the first great Centennial celebration to the Louisiana Purchase Exposition, which is the latest great centennial celebration in the life of our common republic, is cordially appreciated.—*David R. Francis, Governor of Missouri and President of the Louisiana Purchase Exposition at St. Louis, to John Wanamaker.*

I CONGRATULATE you on the broad Americanism which prompts you to give over your stores for the week of October 17 to a display of the products of American manufactures. I am in hearty sympathy with the motive which thus prompts you to exploit our own products, and am sure it will have a stimulating effect upon American industry.—*Hon. Benjamin B. Odell, Jr., Governor of New York, in a telegram to the Philadelphia Wanamaker Store, October, 1904.*

Any movement looking to the encouragement of American industries should be approved.

MYRON T. HERRICK,
Governor of Ohio.

I commend your efforts to encourage the use by Americans of home manufactured products. An exhibition such as you propose will further this end, and will, no doubt, give a new impetus to an American industrial movement. May your work prove successful.

EDWIN WARFIELD,
Governor of Maryland.

We are very much interested in the encouragement of American manufactured goods. The entire proposal you submit has our hearty approval, and will do all in our power to encourage and further the successful consummation of this highly American movement.

JOHN HUNN,
Governor of Delaware.

American manufactured products are, in the most cases, superior to foreign goods. American workmen excel in any line which they undertake. Your effort to emphasize this superiority deserves every encouragement, and should stimulate greater interest in American industry.

JOHN F. HILL,
Governor of Maine.

The movement you propose to inaugurate will undoubtedly be of great benefit and stimulus to manufacturers of American goods, and I most heartily endorse it.

HENRY ROBERTS,
Acting Governor of Connecticut.

Your idea of exhibiting only American manufactured products week of October 17 is commendable, and should be encouraged.

C. J. BELL,
Governor of Vermont.

With any producer, the only Wanamaker condition of purchase is: The merchandise must be genuine, in demand, and the best procurable at the price.

But BEST is a large word when applied to merchandise. It includes not only quality of texture, but originality, color, art, design and fashion.

America is still a pioneering country. She is still at work on the firing line, conquering the soil. She has not the leisure yet to give to Art and Fashions.

And so it becomes necessary to go into the older countries of Europe and the East for certain artistic and fashionable merchandise, in which they still excel.

The establishment of Wanamaker merchandise centers in the Old World, their purpose, their benefits to the public, and their aims are now explained in the succeeding chapter.

CHAPTER IV.

FOREIGN MERCHANDISE AND ORGANIZATION.

THE United States Government, in common with all other important countries in the world, found it advisable, and even obligatory, to establish in the capitals of foreign nations an Embassy, an Ambassador, a Consul-General and a staff to conduct foreign business, to promote good understandings and to keep the Home Office constantly in touch with important foreign events.

Exactly this sort of transatlantic organization, in a mercantile sense, is what the Wanamaker Store found necessary to establish in the beginning of 1880.

"Mr. A. A. Butler sails today to open an office in Paris as a permanent facility for buying goods and executing commissions within the scope of our business."

This is the way it was announced in the Philadelphia papers on December 22, 1879.

Up to that time the Wanamaker foreign business was transacted in the way then common to all American stores, through commissionaires. Mr. Butler became the first resident buyer in Paris of the Wanamaker Stores. Soon after his establishment in the city began that procession of the chief merchandise men of the store to the

shores of Europe, which has been without cessation to this day.

Besides the purchases of gowns, silks and millinery, with which the resident Paris buyer was especially charged, shipments of notions and dress-trimmings, toys, commercial stationery, perfumes and dress goods were the first important foreign merchandise to be extensively dealt in by this store.

In October, 1889, it was found necessary to have a special building for the Wanamaker Paris organization. Temporary quarters were secured at 46, Rue du Faubourg Poissonière, until on January 1, 1890, the Wanamaker Bureau was opened at 5, Rue Rougemont, under the personal supervision of Rodman Wanamaker, who at that time took up his residence in Paris.

But in nine years' time the growing Paris business found these quarters cramped and small. In October, 1899, a move was made to 44, Rue des Petites Ecuries, to the old French mansion which it still occupies today, after having let out all possible tucks in the building and raised the roof to gain an extra floor!

A. T. Stewart, Stern Brothers, and Arnold Constable, who were operating a wholesale along with a retail store, already had Paris offices, but the Wanamaker Paris Bureau was the first foreign organization to be established by any purely retail American business.

It is not a store as some people believe who read on the announcements, "Philadelphia, Paris, New York," but it is the headquarters for all Wanamaker people on their trips abroad; the shipping and banking office for goods bought on the Continent; and a Bureau of Information for any American travelers who care to make use of it.

The French, it is generally agreed, possess an artistic inspiration that belongs to no other nation, and that shows itself in the colors they invent, the fabrics they weave, the gowns and hats they fashion, and in even the most humble things of their every-day life. Much of this atmosphere the Wanamaker Paris Bureau transmits to America in the goods that come from the other side, and much of what is "different" in Wanamaker's is due to just this service.

Everyone who knows Europe comes upon corners in the various Wanamaker salons where one has a sudden feeling of being on French soil—so faithful are the surroundings in *spirit* and in physical resemblance to the Paris shops and streets.

The wind that blows from France not only brings shiploads of French goods, but it blows a breath of inspiration through all the American stocks, filling them with many special ideas collected by Wanamaker travelers abroad. Gradually, too, the refinement, the good taste and the beauty that are the French birthright have been blown in.

Paris is the world's great atelier of woman's fashions. The ideas for everything that a woman wears are born there, and developed with wonderful and exquisite facility and resourcefulness. Very naturally, then, the attention of the Paris staff has been largely centered upon a quick and accurate fashion service, which has kept the Wanamaker Stores in the first position of prominence as fashion authorities.

By letter and by cable and by express steamers, so swift and sure a communication is established between the stores and the Paris watch-tower that Paris scarcely

dreams a new idea before it is heard there, nor produces a novelty before it is on its way to these shores, to be seen at Wanamaker's first in America.

The Dagobert gown was worn in a play at the Comédie Française December, 1908. Sketches and descriptions came by a fast boat—and the Wanamaker Stores presented Moyen-Age fashions to America before anyone else had the hint.

Reboux brought out the summer hat with the velvet bow—and in ten days time the hat itself had arrived, and was on view in the Wanamaker Millinery Salons.

Marcelle Demay made a coiffure for pretty Mademoiselle Prince—and New York and Philadelphia saw it at the very moment when Paris was applauding it.

Doucet and Poiret launched the trouser-skirt—and the same day a cable flashed to the Wanamaker Stores carrying the news, so that all America heard what new turn a woman's costume had taken.

About September, 1909, the Wanamaker Paris Bureau decided to incorporate its fashion news into a small fashion magazine, which was given the name of "La Dernière Heure à Paris."

This magazine, now being copied far and near, is the only one of its kind, having a staff of artists and fashion writers who reproduce faithfully the best ideas in fashion as it shows itself at all the events of daily Paris life.

There is not a "grand marriage" that takes place in the French capital; not an exclusive reception or soiree; not an ambassadorial fête or dinner; not a "première" at the theatre; not an important race-meeting or reunion; not a "vernissage" or salon of note; not a fashionable restaurant; not an exposition chez les grands couturiers,

where there is not a Wanamaker representative to note what's what and to keep the store *au courant* with the trend of events. Small difficulty in purchasing and producing the right fashions with such a background of authentic information!

The eyes of everyone were turned upon "La Dernière Heure à Paris" when in February, 1910, it published in America the first pictures of Rostand's "Chantecler" a month before the play was put on the stage. The issue of the magazine had not been on the street an hour before one of the great news agencies telephoned the Wanamaker Stores to ask permission for the use of the pictures to send to the press of the United States. This carried with it far and wide the name of Wanamaker and its association with Paris.

It is safe to say that no other fashion publication has such entrée into the courts of the dressmakers or publishes such authentic photographs and sketches of fashion actually worn by the leaders of Parisian society.

The cinematograph has also been employed by the Paris Bureau to aid in showing the right fashions to America: through it the stores have been able to present exact motion pictures of gowns worn in the Bois de Boulogne, at Bagatelle, at Longchamps and Auteuil and Chantilly, at Madrid, Armenonville and Pré Catalan. By the courtesy of a distinguished couturier, Wanamaker's were even able to show in a cinematograph film how a Parisienne chooses and tries on her gowns in a Paris Salon.

To make better known the exclusive novelties constantly coming to the store from Paris makers and designers, there was inaugurated in 1908 in both the

Philadelphia and New York Wanamaker Stores an exclusive little exposition called the "Paris Conference," at which the most recent and the finest examples of French manufacture were shown, together with a glimpse of the new styles in millinery and gowns. For this the Paris Bureau gathered quantities of the bibelots, the parures, and the articles de luxe that are dear to a Frenchwoman's heart. The great success of this Conference has warranted the holding of others, and the event is now eagerly watched for each Spring and Fall by women of fashion.

The weekly shipments of new millinery that are sent from the Paris Bureau to the Wanamaker Stores, during the important seasons, keep the Millinery Salons constantly brimming with new ideas, and put on the heads of American women the exact models which are being worn in the fashionable foreign resorts.

Beginning with 1893, the stores have twice a year given exhibitions of Paris gowns from the great couturiers, showing them in so original a manner, to bring out the keynote of the season, that people come great distances to see these artistic presentations. And pictures of these Fashion exhibitions are published in art journals in Paris, London and other foreign cities.

It has been fairly said that the Wanamaker Stores have lifted the presentation of fashions into the realm of art.

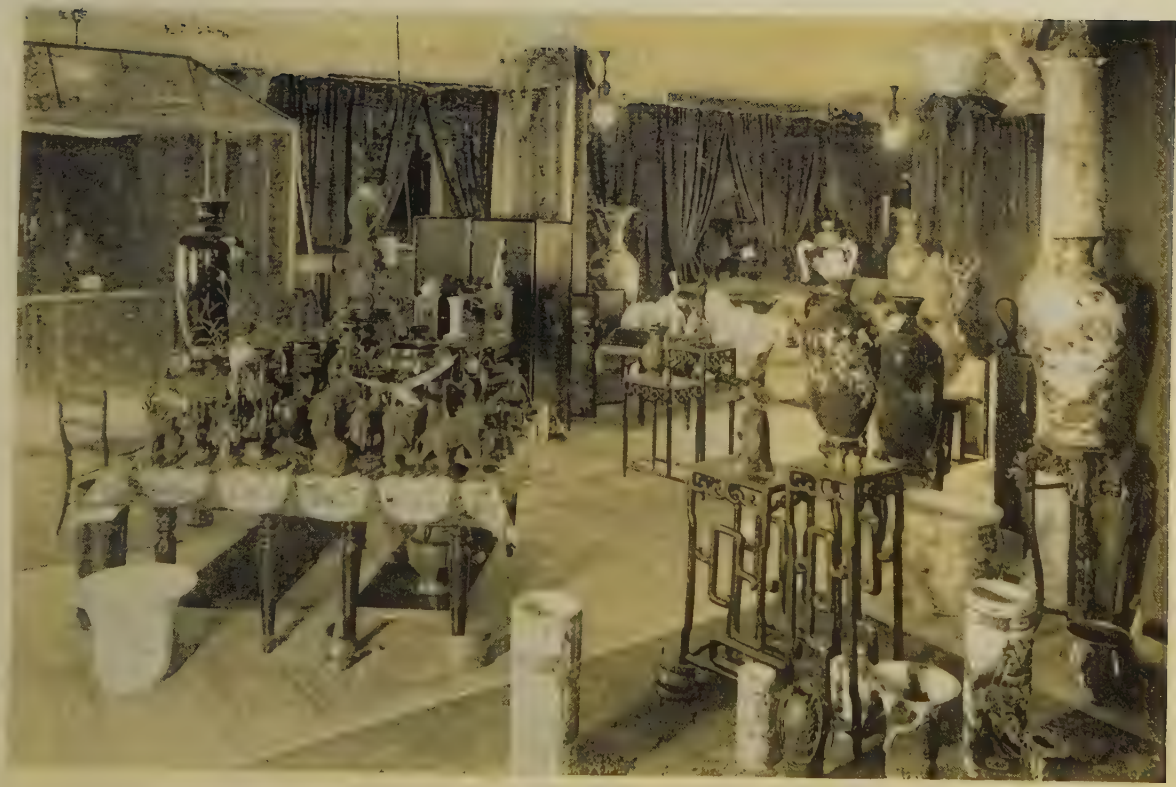
In 1892 the section of Paris lingerie and corsets was opened in the Philadelphia Store, and this business has been growing steadily ever since.

The quick services rendered by the Paris Bureau to that portion of the stores which is interested in fashions is also furnished to the Book Store by sending it foreign publications immediately upon their issuance from the

Paris Office of the Wanamaker Stores—44 Rue de Petites Ecuries, Paris.

Paris Exhibition of Gowns, Wraps and Costumes. Posed on American Women, in the Wanamaker Philadelphia Store, October, 1910.

The Wanamaker Oriental Watch Tower, Yokohama, Japan.



A Corner in the Oriental Salons, Wanamaker New York Store.

press. Scarcely a week goes by that does not bring new French novels, poetry or dramatic works to put on the shelves below the French classics that are at all times to be found at Wanamaker's.

Through its Paris Bureau, Wanamaker's has been able to undertake the selling of antiques—the first venture of its kind in a general American store. Dispelling mystery and mystification, the Curio Shop sells what is gathered with the exact information about it—no more nor less.

A very interesting and valuable part of this work has been the collection of old tapestries which, being sold at fair profits only, have proved a surprise to all who found them in the stores.

However advanced and improved Wanamaker business methods may be over those of the Old World, it is rarely that one of the scores of people who make yearly or twice-a-year trips abroad for the stores does not discover something worth knowing and worth bringing back to adapt to the new conditions at home.

It is intended that the Wanamaker Stores shall contain the best of Europe, as well as the best of America, both in methods and in merchandise.

If the records of the Custom House were open to public view it could easily be seen that year by year Wanamaker foreign importations have increased in quantity, until in the year 1910 millions of dollars worth of the products of France, Germany, Italy, Switzerland, Ireland and other countries of Europe and the Orient have been inspected at the New York and Philadelphia landing ports on their way to the Wanamaker Stores.

For his services rendered to commerce in France, Rodman Wanamaker, the head of the Paris Bureau,

received the decoration of Chevalier of the Legion of Honor in 1897, and in 1908 he became Officier in this order.

Commercial and personal relations of the Wanamaker organization with France and the French people were never so cordial, important and sympathetic as at this time.

On August 29, 1910, Paris for the first time learned American methods of publicity by the publication of a Wanamaker news page three times weekly in the Paris edition of the New York *Herald*.

These pages interested and surprised the Paris public, and Americans abroad learned through them as never before, perhaps, the close relations existing between the Wanamaker Stores in New York and Philadelphia and the foreign centers of merchandise.

A Wanamaker Merchandise Bureau was established at Yokohama in 1909, and within the last year has been laid the foundation for the opening of a London office, through which shall be cemented trade connections with another great capital, making the Wanamaker Stores a still more important representative of foreign lands in America.

The Philadelphia and New York organizations may be called the two legs on which this business stands; the Paris, Yokohama and London Bureaus its hands that reach out to the remotest corners to procure the world's best.

CHAPTER V.

ROMANCE.

THIS book on Merchandise, as part of the Golden Book of the Wanamaker Stores, would not be complete without a chapter on ROMANCE—the romance of Merchandise and of Merchandising.

Here the appeal is to the imagination—the only excursion to the realm of fancy permitted in this Golden Book of facts.

There are facts here, too. Out of the very merchandise itself there is woven before one's eyes a Golden Merchandising epic, such as the Golden Book of Venice never recorded.

Study, for example, the exquisite beauty of yonder bit of rare Venetian lace, and there is presented to the imagination moonlit evenings on the Grand Canal.

Examine the characteristic Swiss designs of these quaint textiles, and recall the tranquil Vale of Chamounix, and the Alpine glow upon Mont Blanc.

Trace the sacred Buddhist emblems on this vase of Japanese Cloisonné, and be reminded of the sacred Grove of Nikko.

Observe the infinite delicacy of one of these Viennese sculptures, and be transported to the blue Danube.

Contemplate the wondrous hues of the rare Eastern silks, and about them there still seems to cling the all-pervading, sandalwood scent of the treasure-laden Orient.

Inhale the subtle fragrance of one of the French perfumes, and there is suggested the lovely rose gardens of Southern France.

Behold the ancient symbolism, and experience the caressing touch, of the silken, high-caste Oriental carpets, and there comes a vision of another garden, in which blooms with fadeless beauty that perfect flower of architecture, the Taj Mahal!

Whichever way one looks in the Wanamaker Jewelry Stores an almost endless vista of imported jewels and virtu confronts.

What an unfailing delight these Japanese corals are to lovers of beautiful things! And the lovely "Roseate" cameos. Both are found in the waters that lave the "Land of the Rising Sun," and are sent to lapidaries and artists of Naples to be cut or sculptured—as only the ingenious Italians have fashioned them for generations.

Also from the Mikado's realm come these wonderful "Culture" pearls—in no sense artificial, but brought within the means of almost anyone through Japanese methods of cultivation.

The imports of Bohemian garnets, ambers from the Baltic, fine Florentine mosaics, Hungarian jewels, reproducing those of the old nobility, combine to form a Continental exhibition alone; as do the beautiful wrought Dutch silverwares, German art metals, English Sheffield plate, French Ormolu clocks, choice Viennese bronzes and the celebrated "Fleurigny" opera glasses, of which Wanamaker's are sole American distributers.

Every year Wanamaker book collectors make their pilgrimages to the quiet, cloister-like shrines of the worshipers of fine English bindings. Shops that are as far removed from machine-made methods, and where books are wrought with the same loving care as were those of the monkish book-makers of old.

In the queer old bookshops of London and Edinboro are sought those publications which one keeps for a lifetime—old and rare editions. These are taken to London and bound by such past masters of the art as Zaehnsdorf, Riviere and Morrell—ready then, in their substantial and beautiful bindings, to be handed down in the family from generation to generation.

Many of the books are illustrated by such master artists as Cruikshank, Leech, Rowlandson, Crowquill and Phiz. The collections in both the New York and Philadelphia Wanamaker Stores are said to be the most finished and comprehensive of their kind.

A "Little Journey" to Wanamaker Linen Stores, with ninety-seven per cent. of their merchandise representing every linen-producing country of Europe and the Orient, is like a tabloid tour of other lands, and especially suggestive of Erin, lovely emerald of the Northern seas.

As one notes the Irish linens upon which thousands upon thousands of dollars in customs are paid annually, one again recalls the musically-voweled vales and villages of "Clara," "Avoca," "Glendalough," "Avonmore," "Adare," and a hundred others associated with picturesque Ireland; and one's vision again follows their miles of undulating green fields, mantled with the pretty blue flax-flowers, as ethereal as the dome above them, seeming at the horizon to blend earth and sky into one.

In Ireland, it is said that Wanamaker's is doing more for the linen industry, in fighting the battle for pure flax, than any other force in trade.

No matter whether it is a handkerchief for a few cents or an imperial service-cloth, there is not the smallest thread of anything but pure fibre flax in Wanamaker linens.

Scotland, Ireland, Germany, Austria, France and the Far East are searched for their best in linens, and it is now conceded that the Wanamaker Stores distribute a greater volume than any other single American retail importer.

La Belle France, of which, apropos (excepting Paris), most American tourists know little more than what is seen through a car window, might be called "The Central Sun of Silk Production"—around which other silk-weaving countries revolve as satellites.

Each of the other silk countries of the world is also personally visited by Wanamaker commissioners. Many weeks are spent each season in Switzerland, Italy, Austria, Russia, China and Japan—planning, contriving and acquiring new and novel effects to be presented EXCLUSIVELY to Wanamaker patrons.

The home of many fine white fabrics and dainty embroideries is St. Gall, in the land of William Tell, near that lovely little inland sea, Lake Constance—of which a pretty legend says, when Neptune saw it he became enamored with its beauty and gave to it his likeness in miniature.

Most of the fine Swiss muslins made in this canton are still woven on old-fashioned hand-looms by Swiss peasant women—some of them "eighty years young"—and are so

exquisitely fine and sheer that an entire week is often required to produce a bolt of thirty yards.

But such plain cloths as nainsooks, Persian lawns and batistes come, in most extensive imports, from the famous Manchester markets. Other white fabrics, of which thousands of pieces are imported by Wanamaker's, come from Ireland, Scotland, France, Germany and Austria.

In Japan many of the finest garniture pieces are specially embroidered—as are the semi-made robes from Ireland and China.

In Dress Goods human thought and human achievement meet in the diversity of design and color, and the various methods of weaving.

From France come the rich, lustrous stuffs of wool and silk and cotton. From Scotland her characteristic ginghams and her national tartan plaids. From Ireland her fine dimities and other fabrics spun from her inimitable flax. From Switzerland silks, cottons and her finest woolen and embroidered creations. From Austria and Germany their unique patterns in wool and cotton. From Japan her fine crepes, exquisitely embroidered in likeness of her lovely flowers and blossoms.

Neither north, east, west nor south marks the confines of Wanamaker travelers. "What newer, better, finer, or more beautiful fabric can we give our customers than any store has given—at prices that are reasonable, not only on a few conspicuous things, but that are uniformly right?" This is the eternal Wanamaker query.

In dress woolens, as in all Wanamaker wool-fabrics that bear the important stamp, "W"—signifying "All Wool"—they are chemically analyzed, and there will not be found a thread of cotton in a thousand yards.

In Women's Apparel, for nearly half a century the keystone that has crowned the symmetrical arch of quality in Wanamaker's has been newness, novelty, and dependable wearing quality.

The fascination of Paris is as old as the days of the Roman Emperor Julian, who, fourteen hundred years ago, called it his "Dear Lutetia." And ever since that time it has been the birthplace of the freshest thought, the newest style in women's fashions. Paris still outshines all competitors and continues to wear the most polished jewels that sparkle in Fashion's coronet.

Little wonder, then, that an integral part of Paris style creation has been for many years the Wanamaker Paris organization (explained in a former chapter), marking every pulse beat of endeavor at the famous ateliers of Fashion. This "Court of Foreign Fashions" constantly reflects new and fashionable modes, of which many models are created for exclusive sale in the New York and Philadelphia Wanamaker Costume Salons.

Just as Paris is an authority on gowns, so it stands unrivaled in millinery. When a new and great modiste lately appeared on the horizon, Wanamaker's at once sought her. Come to America? With Paris at her feet? But learning more of the House of Wanamaker she accepted the invitation and made a flying visit, installing in both the Wanamaker Stores of New York and Philadelphia French Salons for the exclusive sale of her beautiful hats.

And these hats are at Wanamaker's the very time they are being worn in Paris. They arrive at Wanamaker's as soon as they "arrive" in Paris.

For dainty *frou-frou* for women, Wanamaker travelers go to many other cities and countries.

In Ireland they have abundant opportunity to study and plan the lace coats for the forthcoming season. In Paris, lace robes, net and metal flounces. In Vienna, lace trimmings. In Germany, baby laces. In Belgium, Duchesse. In Switzerland, Rose Points, point Appliques and point Perlee—latest lace creation of the land of hills.

In like manner, the well-springs of Europe are tapped for their airy, fairy intimate things—Paris, of course, for her exquisitely dainty lingerie.

In quest of Art Embroideries journey is made to the foremost cities—Paris being the focusing point. Berlin is another value center for artistic and novel effects and for specially fine qualities.

To impart added grace to the feminine carriage, to mould and accentuate by their art its lines of symmetry and beauty, and to imbue each corset with the spirit of smart Parisian contour, Wanamaker corsetieres make their pilgrimages to Paris with the same ideals that a sculptor would go to Florence.

Just as the "House Palatial" and "Moderate-price Apartments" in the Wanamaker Galleries, New York, hold first place in the hearts of home-makers, so the *Paris Shops* in the Woman's Building offer the utmost in suggestion to those in quest of the last-minute-fashions out of Paris. They are a sort of pocket-edition-de luxe of those of the Rue de la Paix. They proclaim their charming exhibits *"at the Sign of the Fleur de Lis."*

In these shops, many things just off the steamers are displayed each season. Coming not only from Paris, but from all Continental and Oriental countries, the novelties

in this inspirational assemblage are the focusing point of *derniere* fashions in gowns, millinery, novelties and rare *objets d'virtu.*

As a center of interest to fashionable men, the "Burlington Arcade," a replica, in miniature, of those famous shops in London, holds the same relation to the Man's Store as the "French Shops" bear to the Woman's Store at Wanamaker's. Here are shown the latest and most exclusive creations in Men's Tailoring, Haberdashery, Motor Apparel and novelty requisites that London taste and good etiquette ordain.

In the "home-making arts" few impressions are more memorable than Wanamaker's foreign exhibitions of service and fancy china, art ceramics and marble and bronze sculptures. Wanamaker imports of the former are said to be the most extensive on this continent. The latter comprise proofs of the artistic skill of potters and sculptors whose loving labor has charmed the world.

Among the faienceries represented are those of Palissy, Rouen, Limoges, Nuremberg, Dresden, Delft, Copenhagen, Naples, Vienna, Derby, and Doulten.

The sculptures come chiefly from Florence and Vienna. Many of the latter are reproductions of sculptors whose fame is deathless. Many are in replica of the incomparable masterpieces, whose originals are now scattered throughout the world, like disentangled pearls.

Musa, the Saracen Conqueror of Spain, once said: "When Wisdom came from Heaven to Earth she lodged in the head of the Greeks, the tongue of the Arabs, and the hands of the Chinese." The arts and crafts of an Empire that was once the birthplace of invention, that made designs on wood a thousand years ago and silk

embroideries in almost pre-historic times, must always be of absorbing interest—as must those of her winsome offspring, Japan.

What shall be said, then, of not only the proofs of Chinese and Japanese skill in ordinary industries shown in the great Wanamaker collection, but every sort of art, craft and skilled design in needlework the Eastern mind conceives! The catalog is literally innumerable. One recent Wanamaker invoice from the East comprised over 200 cases. Just as the Wanamaker connoisseurs visited Tokio direct to study and buy the products of Japanese pearl culture, so they visited personally each of the Far Eastern countries, gathering over three score separate categories of choice and beautiful things from every art and craft center of the Orient.

By the peasant firesides of Europe's great lace-making countries, in the quaint village of France, or among the Swiss mountains, the Wanamaker lace curtain chief lives for many months, supervising the cartoons and special designs upon which these expert needleworkers spend an entire year making lace curtains for Wanamaker's exclusive selling. That all this brings important economies to housewives is proved by the fact that Wanamaker's has become the premiere distributer of foreign lace curtains, bed-sets, and garniture in this country.

With the constantly expanding outlet of the two Wanamaker Stores, there has come a new era in marketing Oriental Rugs. Coming direct from the original assemblers in the Persian marts, and eliminating wasteful and extravagant intermediate profits, the Wanamaker Stores have broken all the costly Persian price traditions.

One of the most valued sources of Wanamaker imports of housewares is Germany, where the German housewife is interested in every labor-saving device and kitchen utensils that aid in the preparation of palatable dishes. Every similar device produced by the skilled artisans of France and England is also sought by Wanamaker foreign buyers—not forgetting the innumerable styles of Bavarian baskets, which in that basket-making center are as diversified as hats in Paris.

Beginning in January, the Wanamaker Stores prepare a whole year for Christmas Toys. This vast enterprise began 30 years ago. Children for whom toys were then bought are now buying toys at Wanamaker's for their children.

Every toy-making district of Germany, every little hamlet in the Valley of the Thuringer Mountains and in other interior sections, is visited. No pains are spared in fostering the genius and inventiveness of the toy and doll makers, as well as the mechanical talents of those who produce such educational toys as the airship, wireless telegraphy and others. In addition to the unique commercial side of this toy importation, Wanamaker's take peculiar pleasure in its many entertaining and educational features for the little folks. To visit Wanamaker's Toy World *en fete* for Christmas is almost as beguiling to grown-ups as to the children.

Surely there is romance in merchandise to those who have eyes to see. A tour through Wanamaker's is a tour 'round the world.

Interior of Club House of Millrose Athletic Association of the New York Wanamaker Store.

Club House of Millrose Athletic Association of the New York Wanamaker Store

tic Grounds of the Meadowbrook Club of the Philadelphia Wanamaker Store.

Mr. Wanamaker throwing out the ball at opening game on Meadowbrook Club Grounds, 1910. Running Races. Base Ball Team.

BOOK FOUR.

PUBLICITY.

CHAPTER I.

"TO speak truly of the store and its merchandise" is the simple rule of Wanamaker publicity. All Wanamaker advertising writers keep this precept before their eyes until they learn to keep it in their hearts.

The rule, of course, has many corollaries. But in itself it is fundamental and all-embracing.

Wanamaker publicity gathers its inspiration from Wanamaker merchandise. Wanamaker merchandise reflects the personality of the Wanamaker Store. The Wanamaker Store's personality is but the composite individuality of the Founder of the Wanamaker business and of those he has gathered about him.

Wanamaker publicity is therefore *Wanamaker* publicity—original, distinctive, changing daily in form and matter as the New Kind of Store changes its merchandise and its environment, but remaining ever true and always the same at the heart. It is a pioneering publicity, cutting its way out of the solid rock of experience, leaving behind a model that is used the world over, but reproductions of which, like all *replica,* are not and never can be original.

See how early the Wanamaker advertising pen touches the merchandise! "When orders are passed for merchandise," says the Wanamaker guide-book, "the buyer of the merchandise shall be interviewed, and all the facts, news, stories and reasons for the purchase be written down and scheduled."

Then follows this injunction: "Advertisements shall be written only on personal inspection of the merchandise."

"Tell the whole truth about the merchandise though it hurts," is another rendering of the fundamental Wanamaker rule "to speak truly of the store and its merchandise."

"Conceal nothing the customer has a right to know," is still another variation.

If cotton is mixed with wool a Wanamaker advertisement must say so.

If the article is a "second" it must be so presented.

Be fair to the merchandise is the one command—understate, but never exaggerate; don't impose on poor dumb merchandise responsibilities that it cannot bear.

If even an accurate statement of fact is so surprising that it is likely to be disbelieved by the reader, enough is explained of the inside news of the special offer to make it carry confidence.

A reason is always given for a special price or extra quality.

Wanamaker writers keep in mind that next to merchandise and service it is the advertisement that adds to or detracts from the store's reputation and character.

Each piece of goods is advertised with the idea of building up business for the whole store instead of merely procuring the sale of one article.

After each Wanamaker advertisement is in proof form, but before it is published, it is verified as to accuracy and sincerity of statement.

It is scanned as to its service and helpfulness to the public.

It is tested as to its economy of space and money—for economy in every branch of merchandising always leads to lower prices.

It is judged as to its manners and language, which assures good English and French, and prevents the slipping through of inartistic or distasteful display, type, pictures or expressions.

Wanamaker publicity takes the attitude of the customer. Its sole purpose is to be helpful to the store's customers in the selection of merchandise that will satisfy. It aims to sell goods, but not to push goods on an unwilling public.

The Wanamaker advertiser stands on the outside of the counter. He puts on the customer's spectacles. He is the people's investigator. He asks himself such questions as the customer would ask the salesperson—and then answers those questions fairly and intelligently, putting them in the form of a clear, readable, interesting statement of fact.

Wanamaker publicity is, in fact, exactly the opposite of what is generally understood to be good advertising. To paint the goods in colors that a store wants people to see, whether it is the true color or not, whether it is to the customer's interest or not, in order to effect a sale, is the very thing Wanamaker publicity avoids.

"Genuinely good advertising," says Mr. Wanamaker, "must give in wording something that will be read about

the goods that are wanted and that will present clearly and exactly what the goods are. It is generally known that common advertising is like barrels of seed in which half of the seed is dead. If all advertising were believed and the goods of the value stated, stores could be made twice as large and business twice as good. It used to be said that it was only necessary to put the name of the store in the newspaper, repeating it over and over for emphasis, that the space might be filled in a striking manner, and thus get the name of the store known to the public—it was thought this was the whole of advertising. Now we know that publicity has a larger and finer field than this—that it must be informative, educative, productive—in a word, scientific."

CHAPTER II.

IT is not surprising that in reaching this high ideal Wanamaker publicity passed through all the stages of advertising from mere announcement and repetition of the store's name and business to the highly developed scientific exploitation of today.

All great results come through evolution.

Files of Philadelphia newspapers during the Civil War disclose the fact, not generally known, that Wanamaker publicity in those days was partly in the form of verse.

Older residents of Philadelphia remember these verses well—many call them poetry. They linger in the memory because they focused on some of the great events of those stirring days.

Such presumptuous form of advertising, in those serious times, could easily be in bad taste. But these verses, it can be fairly said, were always written within the proprieties and never offended. They treated seriously of a serious subject (to secure attention), but the advertising shot came frankly and plainly only at the end, together with the store's name.

Running in the public prints simultaneously with these advertising verses, the Wanamaker Store also used the mere announcement form of advertising, with its tiresome repetition of phrases.

So it is easy to classify all of this early Wanamaker publicity as belonging to the "Announcement Age." It gave scarcely any information about merchandise and certainly was not educational nor scientific.

With the Wanamaker pronouncement of the new and revolutionary system of store-keeping, including one price, return of goods, refund of money, and freedom of shopping, it was a natural step for Wanamaker advertising to enter the informative stage. If the store was going to turn itself right over to the people in this frank, open way, certainly in its publicity it would bare its very heart to the public and disclose its inmost secrets.

Which is exactly what Wanamaker publicity began to do. It started its frank, simple, plain advertising talks. set in pica type, single column, without display and without bluster or brag.

And these talks revolutionized advertising as the new methods of which they treated revolutionized merchandising.

How the public responded to this new kind of publicity!

People recognized in it at once the Wanamaker personality. The Founder had always greeted his customers as they came into the store, and made sure that they were satisfied when they went out. But here he was talking in the newspapers to hundreds of thousands of people at one time, where in the store he could talk to only hundreds.

Such a thing had never been done before. It was epochal.

The multiplication table was for school children, not for merchants. Yet here was a man who was multiplying by

the tens of thousands the information he gave to individuals. What had the world come to!

It had come to the age of the Multiple Merchant.

Salesmen for years had been giving their customers whatever information they had about the merchandise. The Wanamaker Store now began giving this information publicly to a multiplicity of probable customers.

And the great stores of today were made possible.

Wanamaker advertising became news.

It began to tell the story of the store as the newspapers then were only beginning to tell the story of the world's daily happenings.

It began to give information about merchandise that was helpful to the customer in making their selections.

It was not a lever to sell; it was a lever to buy with.

It had passed beyond the "announcement" stage of advertising—and had led the way into the "informative" stage. Into the helpful, friendly stage.

Light was breaking. Advertising was beginning to be understood.

CHAPTER III.

FROM giving such information as the salesman was able to give to the customer, at first meager enough, it was a natural evolution to interrogate the store's buyers of merchandise and to tell the public what they knew about the goods they had bought to sell.

The "buyer" is the technical man in merchandising, the merchandise expert, who gathers, sifts and buys the goods each for his own individual department.

Here was a fight at once. Buyers were brought up in the old school. They were secretive. "Why should I tell my competitors about my business? Why should I give away my secrets? The public would not understand, anyway, what you are writing about."

Such answers only made the Wanamaker Store more determined. We grow by overcoming.

Then was taken a great step.

With the vision of a prophet and the wisdom of a seer, the Wanamaker Store emancipated its advertising; freed it from narrowness and intolerance. Made it responsible only to Honor, Truth, Good Taste and Efficiency.

No longer could merchandise chiefs dominate the advertising.

Advertising was free.

Free to help the customer.

So revolutionary was this step that few stores have taken it to this day.

Wanamaker advertising is thus the voice of the store.

And the store stands back of every word that voice utters. The advertising word is as good as the store's bond.

But Wanamaker advertising goes further than this. It takes the public into partnership. It constantly sows the seeds of mutuality, which is the very heart of the Wanamaker business.

Here came another stumbling block. The merchandise buyer's stock of information and his willingness to tell, although growing with the larger vision that now came, was not enough.

The Wanamaker Store soon began to send its advertising staff to school on its own account. Independent investigations of the sources, makes, supplies and character of merchandise were made. Fashions and fabrics were studied. Art and craftsmanship became part of the Wanamaker advertisers' curriculum. They traveled over seas. They visited factories. They interviewed artists. They became students of nature and of books.

Another great day dawned. Advertising had become educational.

From this day Wanamaker publicity became a textbook of merchandise and of advertising for other merchants. Its form was copied the world over.

Advertising had at last arrived.

CHAPTER IV.

BUT it is not the form of advertising, nor even its purpose, that places a store in wireless contact with the public, and makes of this advertising a great dynamo of service for mutual benefit. It is the spirit of the advertiser, reflecting truly the spirit of the store and its service, that supplies the current of trade and goodwill.

And the spirit of a thing is its very own—it need not be copyrighted; it cannot be copied nor stolen.

Form is only outward appearance. It follows the customs of a day. It is a matter merely of fashion.

Wanamaker advertising passed through the various forms of type and display. It followed the newspapers in some instances; in others it led. But always it aimed to use that form which would please the public.

In its spirit Wanamaker advertising has always been a leader. It does not blindly follow the Spirit of the Times, but interprets it wisely, and in a sense formulates it.

Now what is the spirit of Wanamaker advertising? Analyze it and you find—

A real first aid to the buying public.

Absolute accuracy and frankness of statement.

Readable type and original display.

Clear expression.
Freshness, newsiness and distinct style.
Thorough investigation of merchandise.
Systematic and logical presentation.
Always an optimistic outlook.
Justice to the manufacturer, the customer, the competitor, and to the merchandise.
The store's personality.

Mix these ingredients on your palette, and you can paint the picture yourself, or you can see it in the daily Wanamaker advertising pages.

CHAPTER V.

TODAY in its entry upon its present era of science in advertising—the highest stage of all—Wanamaker publicity is still leading the way. Here again the change is internal. It is not one of form. It cannot be seen. It can show only in the result—in the benefits that must come to all in placing advertising, like anything else, on the basis of science.

The more goods a store sells, the more economically those goods can be made and distributed. This is axiomatic.

Presuming the merchant takes only his just profit, the greater return for their money will the people get.

Wanamaker publicity is only a part of the Wanamaker distribution of merchandise—from the producer to the consumer. Distribution of merchandise is a vital part of life in this stage of civilization. The less this distribution costs, the more money is left in the hands of the man who makes a thing and the man who buys it because he wants it.

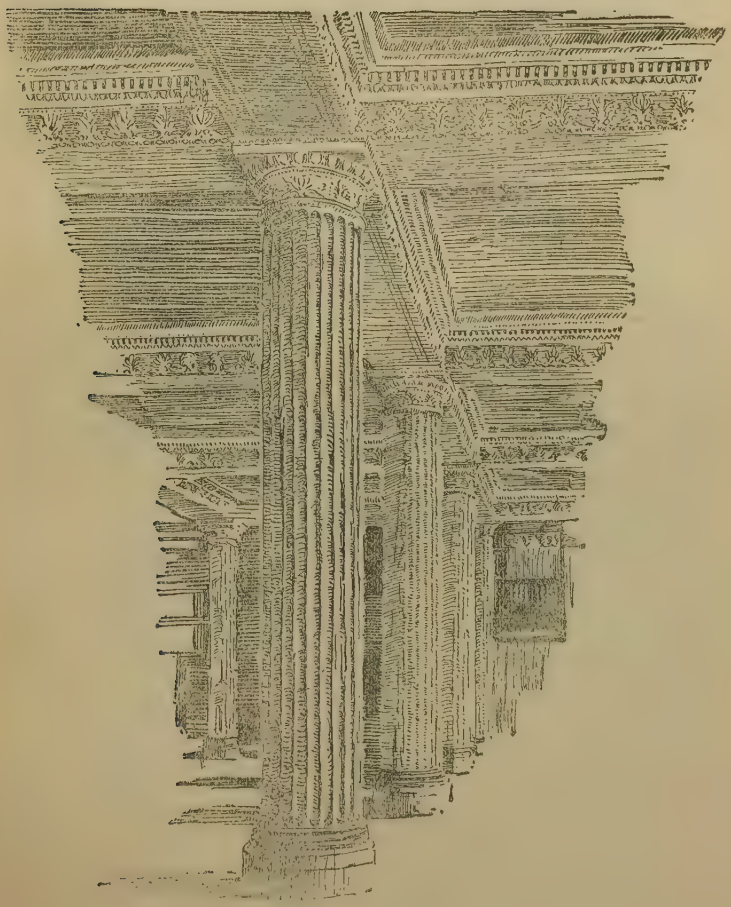
Therefore, as advertising is the first aid in distribution, the more scientific it is made, the less will distribution cost—and the greater the benefit that will accrue to humanity!

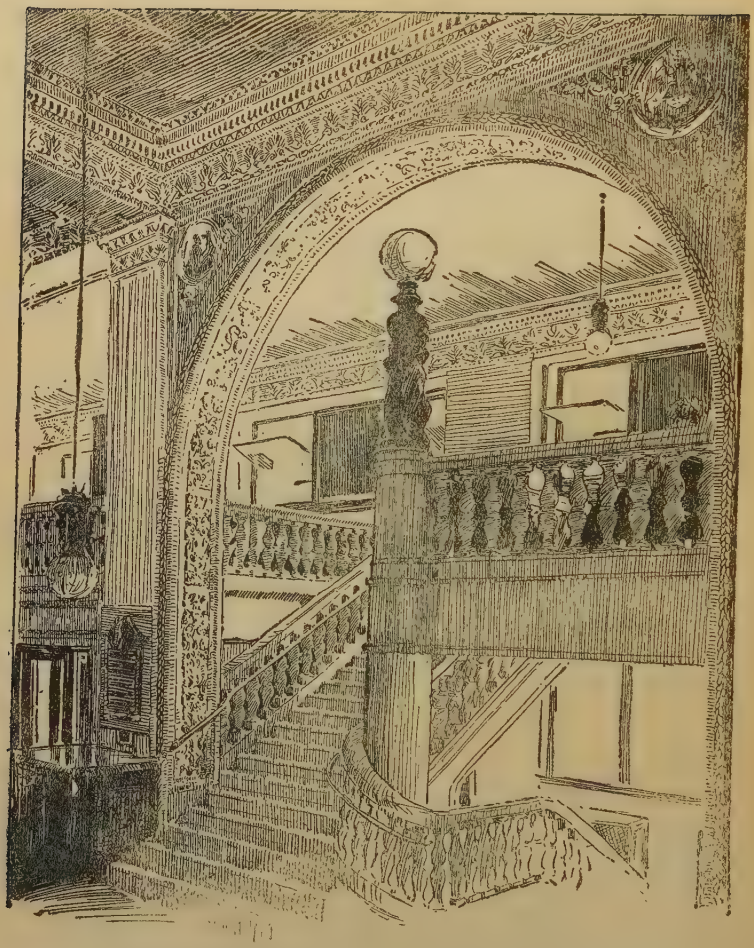
Everybody has a vital interest in advertising. It is

a duty, as useful members of society, to read and respond to advertising—sharing in the general economy that follows.

Merchandising is mutuality.

Scientific merchandising must include scientific advertising.





Stairway in Wanamaker Store, Philadelphia.

ANY movement that tends to encourage the use of American goods deserves the support of all patriotic citizens. You are doing a work that will be of inestimable value to the best interests of our country. —*Hon. J. H. Gallinger, U. S. Senator from New Hampshire, in a telegram to the Philadelphia Wanamaker Store, October, 1904, upon the occasion of American Week.*

AS I understand it, this work is an educational one, intended to be for the improvement of the young people engaged in your great establishment. I wish, therefore, every success for so laudable an object.—*Most Revcrend Patrick J. Ryan, D.D., Archbishop of the Archdiocese of Philadelphia, to John Wanamaker, on University Day, June, 1908.*

IT is an institution like this Wanamaker Business School which teaches those who have not time to attend common schools or other schools. It gives a training that better fits them for the duty of everyday life and the citizenship of the Republic. It deserves the encouragement of every citizen who loves his city or honors his country. Mr. Wanamaker has put an entering wedge right along that line by teaching all of us, engaged in other educational work, the system of this commercial school.—*Dr. Russell H. Conwell, President of Temple University, Philadelphia, on University Day, June, 1908.*

I HAVE the highest respect for the men and women engaged in trade and industries. I know of no class that contributes more to the progress of civilization. I know of no class that promotes the interests of civilization to a higher degree than the men of commerce.—*Rabbi Joseph Krauskopf, D.D., to the Wanamaker Business People.*

BOOK FIVE.

EDUCATION.

CHAPTER I.

A TWO-FOLD FIELD.

HERBERT SPENCER said: "Every educational institution should be industrial and every industrial institution should be educational."

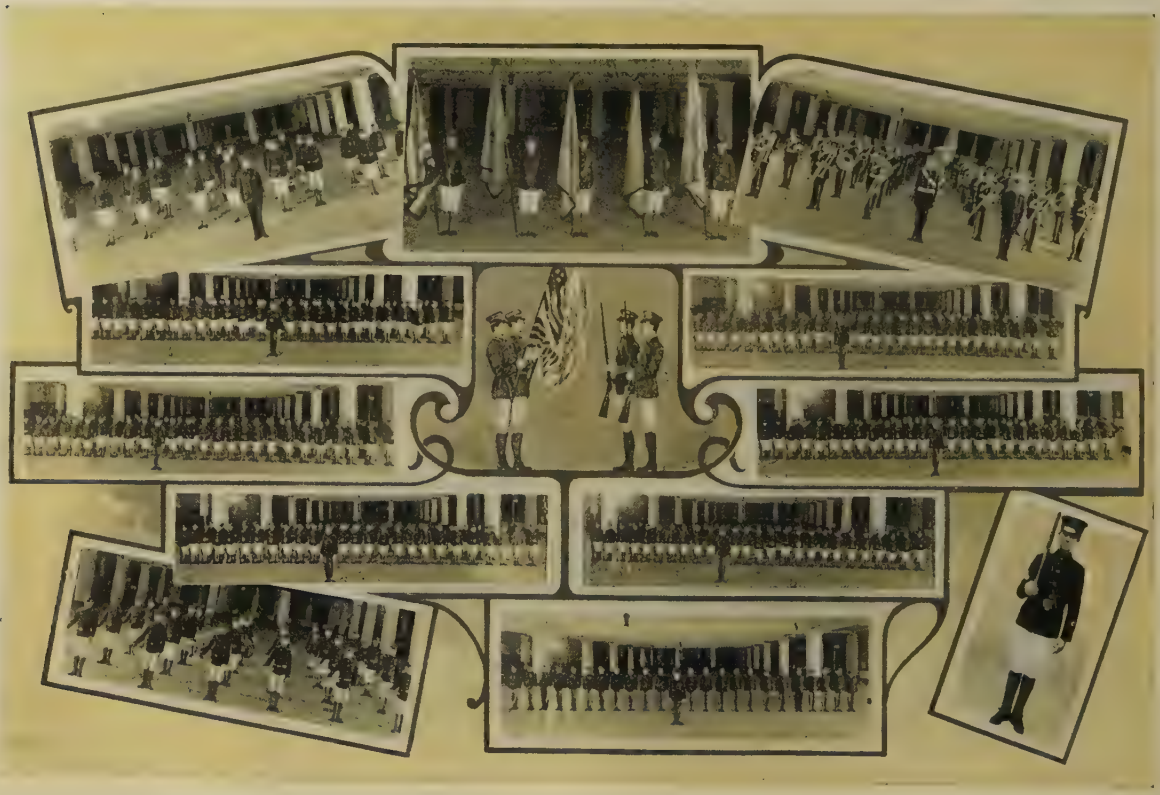
The Wanamaker Stores have translated this great thinker's theory into terms of everyday life.

They are centers of learning for the multitudes who daily visit the stores. Their stocks of merchandise are a liberal education for all who come in contact with them. One's eyes are the great gateways to knowledge. And in Wanamaker's every one is free to look, to see, to learn and to enjoy without feeling any obligation to buy.

The Wanamaker system of Merchandising, the store's original methods of trade organization, of distribution of manufactured products, and its translation into everyday action of the economic principles which govern commerce, form a textbook of commercial education open to the merchants of the world.

But to be an ever-changing educational museum for the public, to set up a model of trading, is perhaps the least

important part of the Wanamaker educational work. The business early realized its duty to its own people, and as an outgrowth of this inner educational work begun long ago, it has now established as an integral part of its organization the American University of Trade and Applied Commerce, an educational institution of wide scope, maintained at the expense of the stores, for the special benefit of the thousands of Wanamaker workers in Philadelphia and New York.



Military Battalion, Band and Bugle Corps, and Hospital Corps of the John Wanamaker Commercial Institute.

Setting of Capstone of New Wanamaker Building, Philadelphia, June 11, 1910.

CHAPTER II.

WANAMAKER SCHOOLS.

THE American University of Trade and Applied Commerce was chartered December 10, 1908, under the laws of the Commonwealth of Pennsylvania, and, as set forth in its charter, was formed "to perpetuate the schools of Business Instruction of the John Wanamaker Commercial Institute, founded March 12, 1896, and to enlarge their scope to enable the students while earning a livelihood to obtain by textbooks, lectures and by the schools of daily opportunity such a practical and technical education in the arts and sciences of commerce and trade that they may be better equipped to fill honorable positions in life and thereby increase personal earning power."

The John Wanamaker Commercial Institute, of which this University is the outgrowth, was started in 1896 for the smaller boys in the store, who in the early morning hours of the day were instructed in the regular public school studies of reading, writing, spelling, arithmetic, grammar and bookkeeping, commercial correspondence, with physical and military training and singing.

This led quickly to the starting of a similar school for the young girls, and later a night school for the older boys was added.

These schools include in their courses arithmetic, spelling, penmanship, bookkeeping, English composition, commercial geography, stenography, elocution, history, grammar, banking and finance, commercial history, ethics, French.

Before this Wanamaker innovation there was nothing for such boys and girls to do but to learn a trade or enter a business where only technical training was given, without regard for the development of mind or character.

Whatever the cause, it is true that many boys and girls cannot attend public schools. Some are forced into the world of work by lack of means and the necessity of earning a living. Some must help support mothers and younger children, and some are crowded out of the schools by the physical limitations of our present system of public education. Others are led early in life into business by the natural trend of their minds.

To make good this loss to the boys and girls and at the same time to pave the way to more rapid and satisfactory promotion in the business was the purpose of the Founder.

So was started the John Wanamaker Commercial Institute, not as an advertisement, but as a clear duty to the rising generations stepping upward through store-service.

If ever there was a bit of Philadelphia soil dedicated by the years to the cause of education, it is the historic spot on which this seed sown fifteen years ago has now grown into a great and unique institution of practical learning—the first Store University in the world.

Here, where the towering granite structure now stands, stood the first Philadelphia High School, with its intellectual training.

Invoice Rooms of Wanamaker Stores. Counting Room.

Classes of the John Wanamaker Commercial Institute at Study.

Here was the first High School playground, with its physical training.

Here, later, met the Franklin Institute, with its scientific training.

Here was the moral impulse of the Moody and Sankey revival of 1876.

Truly an educational center by right, tradition and accomplishment.

For many years the young men and women and the boys and girls have been taught in the day and night classes of this Commercial Institute which is now a part of the American University of Trade and Applied Commerce.

Since its founding more than 7500 students have been enrolled, the younger boys and girls composing the morning school, held during store hours, and the older ones staying two evenings a week, having supper free in the store and afterwards reporting to the class rooms.

Now this work has broadened into a full-fledged University of practical learning, in which will be taught the science of merchandising; the history, evolution and qualities of all merchandise sold in the Wanamaker Stores, giving at the same time to the whole store family such self-culture, general culture and enlarged outlook as the universities of theory aim to give.

Text-books and courses are in preparation embracing the principles of hygiene, physiology, ethics, logic, art, music, craftsmanship, and such technical branches as accounting, auditing, investments, finance, banking, commerce and kindred topics.

These text-books will cover all branches of the cur-

riculum, including seventy or eighty manuals of merchandise—one for each section of the stores.

To be included also in the University curriculum are certain branches of the trades, such as dressmaking, dress-cutting, shirt-cutting, shirtmaking, millinery, art embroidery, watch and clock repairing, engraving, upholstering, carpet making and laying and other special technical work of a purely trades character.

University quarters are building as part of the store equipment, with class-rooms, merchandise clinic-rooms, study-rooms, laboratories, gymnasium and rest-rooms.

It is an effective and greatly prized work, connected with which is no publicity except at commencement time, when parents and friends are invited to the regular graduation exercises.

Certificates of Graduation from this American University of Trade and Applied Commerce are of great value as recommendations to graduates removing to other cities.

As an outgrowth of this University idea are many store organizations, among which is the John Wanamaker Cadet Battalion, 450 strong, one of the strongest military organizations of its kind, composed of boys of the stores, who officer themselves and drill regularly.

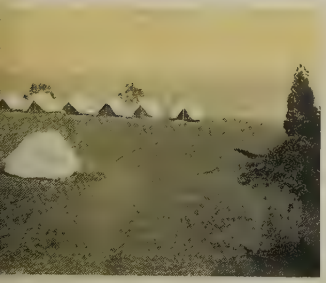
There is also a Military Band of boys with 75 members, a Drum and Bugle Corps consisting of 65, and a girls' battalion of 200, with their own bugle and drum corps, who exercise and drill according to military regulation, a junior chorus of 650 men, women, boys and girls, an Orchestra of 30, a Violin Class of 35, a Minstrel Troupe, a Dramatic Club, Literary Assemblies, which include all the students and give training in reading and public speaking.

Philadelphia Store Chiefs Visiting the John Wanamaker Commercial Institute Encampment at Island Heights, N. J.

Encampment and Parade of the John Wanamaker Commercial Ins

Wanamaker Commercial Institute, Cadet Corps Encampment, a

Institute, in Egyptia



ıd Cadet Corps at Island Heights, N. J. Camp Scenes—The John
Heights, N. J. Military Band of the John Wanamaker Commercial
Philadelphia Store.

Wanamaker Store Vacationists at Island Heights, N. J., on a Fishing Trip.

The school's physical work includes calisthenics, United States Army Setting-up Drill and Military Drill, and also regular gymnasium work. These exercises are quickly seen to have marked effect on the bearing and physical development of the young people with Health Lectures by the Store Physician.

The School Alumni Association has 552 members and the Alumnæ 548 members.

In addition to these is the John Wanamaker Chorus, under the direction of a prominent composer and musician; the Women's League, carrying with it a score of classes and associations for mutual improvement in things musical, domestic, literary, social, health of body and mind, etc.; a Beneficial Association, which cares for the sick and disabled, and the Pension Fund for those who grow old in the store's service; also a Hospital and a Nurse Service and a physician in daily attendance, whose services are free to the store people.

At Island Heights, New Jersey, on Barnegat Bay, opposite Seaside Park, and within a few miles of fashionable Lakewood, is located "The Barracks," the summer camp of the Wanamaker Stores. Here in a most healthful place near the ocean and among the pines, with ample room for drills and field sports, many of the boys and girls and young women and men spend their summer vacation. "Headquarters House," with battlements, giving it a military aspect, and army tents, furnish the equipment. Boating, sailing, fishing and sports of all kinds, military drills, dress parade and army calisthenics fill up the days.

The camp, which lasts two weeks, generally begins the first week in August, and at a nominal cost the boys are enabled to enjoy the physical benefits of a two weeks'

sojourn in the open, and the intellectual expansion desirable from what the poet calls looking "through natüre up to nature's God."

The activities of this interesting corps are regulated with military precision. Before setting out for their destination the boys meet at the store in full uniform, which consists of a picturesque combination of blue coats, blue hats, white trousers, white gloves and smartly cut leggings.

The daily activities of camp life begin with making the toilet, setting-up exercises and "policing the camp," which is military for putting tents and grounds into spick and span order. After mess the time passes in boating, reading or rambles afield until bathing bugle blows, when all take to the water for a half to three-quarters of an hour. Compulsory swimming lessons are given and most of the boys and girls learn to swim.

Then ensues an hour's interval, after which noon mess is served. The boys again bathe in the afternoon, and this is followed by preparation for a forty-five-minute dress parade, which includes military drill to the music of the band and the bugle corps. Then there is a leisure interval until tattoo, and at 10 o'clock comes the blowing of "taps," when all lights are extinguished.

It has long since been demonstrated that this variety of interests, of education and recreation, entering into the lives of the young people, in addition to their part in the business of the store proper, distinctly raises the personal standard of morals, ethics, mental ability and physical strength, and makes men and women who are filling and shall fill higher positions, with broader outlook and larger income.

So here, then, at Wanamaker's, is the real university—the American University of Trade and Applied Commerce. Its students are the 12,000 to 15,000 men, women, boy and girl workers, receiving an ever-growing education, and at the same time earning their own livelihood. Its pupils graduate from position to position. They are always being instructed in the great school of life.

That there is a public demand for a university where the principles of education may be applied is very plain. It is shown in the fact that universities are adding to their curriculum Commercial, Business, Engineering, Arts-and-Crafts Departments, and it is their intention to send their students out into the business world during their vacations in the summer, into stores, railroad offices, etc., to get practical training.

The twelve to fifteen thousand beneficiaries of the American University of Trade and Applied Commerce have this advantage over students in universities of theory—what they learn theoretically can be practically applied immediately, and with sufficient money profit to enable them to make a living or contribute largely to the support of loved ones or dependents.

They are taught all branches directly allied to trade and commerce or pertaining thereto.

The terms trade and commerce must be carefully differentiated from business. Business is the generic term applied to all human concerns. Trade and commerce refer to the buying and selling of merchandise, or merchandising. When merchandising is limited to one country (as between cities or individuals in the same country) it is technically called trade; when buying and selling is international, it is technically known as commerce.

Gathering, as the Wanamaker Stores do, merchandise from all the countries of the world and distributing it not only in and near Philadelphia and New York, but throughout America and many foreign countries, they form the broadest foundation for a University of Trade and Applied Commerce in the full sense of the phrase.

They do more than educate in the technical meaning of the word.

Commerce is a great factor in establishing a world peace, for commerce goes from one country to another, not with the spirit of combat and conquest, but of co-operation.

"Commerce is the greatest of all educators and civilizers," said the Founder long ago.

To make it possible for each of the thousands of store helpers to derive the largest possible benefit from the work to be done; to learn how to do that work in the easiest and pleasantest manner and to bring the store-efficiency up to the highest point are the objects of this American University of Trade and Applied Commerce.

So eminent an educator as the Rev. Dr. Russell H. Conwell, President of Temple University, Philadelphia, said of this work:

"Mr. Wanamaker has put an entering wedge along the right line by teaching all of us, engaged in other educational work, the system of this commercial school—teaching the people to see what is best for them, and what is best for the citizen is always best for the State."

Today, following the example set by Wanamaker's, industrial institutions all over the country are inviting educational systems into their establishments.

Educational institutions are also studying the work of

the American University of Trade and Applied Commerce.

"*Universities of this country,*" said Dean Johnson, of the School of Commerce of the City of New York, "*know what is going on in Wanamaker's. Just as they make studies of plant life or of the stars, so are our universities devoting scientific attention to what is going on in the Wanamaker Stores.*"

CHAPTER III.

PUBLIC LECTURES AND EXHIBITS.

"TO give people the things they want is not enough for the Wanamaker Stores," was recently written; "they must be a leader in taste—an educator."

A great store stands for economy, color, harmony, preparation and increased happiness.

It inspires the imagination by bringing from the far corners of the earth the products of the loom, the workshop, farm, mine and studio. It displays these goods so that the public may come and examine them—compare, weigh, analyze, sift, decide and make them their own if they wish.

But this is not enough. Even eyes must be educated. We do not know what we see, but we see what we know. And so people must be taught the methods of manufacture, of the things they wear and enjoy; they must be taught texture and fashions. They must be educated in Merchandise.

To this end the Wanamaker Stores educate their salespeople in Merchandise that they may pass on their knowledge to the public. They spread broadcast in their advertising information about Merchandise. And they give exhibitions and lectures on the goods for sale.

They go even a step farther and present exhibitions and lectures by men of national reputation, in Science, History, Literature, Art and Music. Merchandising is the Science of Living—and practically everything comes within the scope of the Wanamaker Stores.

Educative exhibits of art and life and history have been part of the Wanamaker purpose from the beginning.

In 1894, on April 16th, the history of Napoleon was vividly brought before Philadelphia audiences by an exposition of pictures, emblems and wax-work tableaux representing scenes in the life of the emperor, and prepared by the Paris Bureau after careful work in the musées and galleries.

In 1895 an exhibition from Paris, called "Monarchs and Beauties of the World," was presented in America during the anniversary month of March. It consisted of paintings, busts and pastel portraits of famous rulers of the world; of thousands of French photographs and of 500 or 600 miniatures alone. With these were shown reproductions of the largest diamonds of the world. Part of this exhibit has since been presented to Princeton University by Rodman Wanamaker.

In 1896 the Main Aisle of the old Philadelphia store was transformed into a miniature representation of the Rue de la Paix as it was "during a recent visit of the Czar of Russia." The flags and decorations, and the actual knick-knacks sold in the streets were sent over for this purpose from Paris. At the same time was shown in the store an array of French armor, dating from centuries back, and several famous Paris paintings—"The Charge of the Cuirassiers," Sabatier's "Statue de Strasbourg," and E. Buisset's "La Dernière Gargousse."

The purchase and exhibition of a large number of important pictures from the Paris salons, described in another chapter, has helped to transform the stores into an immense free Art Gallery, where all who wish may see and study and learn.

A new way of acquiring French history was demonstrated to the teachers and the school pupils of Philadelphia in March, 1906, when the story of the French Revolution was unfolded before their eyes in a remarkable Wanamaker Exposition. For this, a life-size copy of the great picture at Versailles, called "L'Appel des Derniéres Victimes de la Terreur," was sent from Paris, showing the cruelly imprisoned nobles in the Conciergerie, hearing read the list of those who were to go to the guillotine.

Tableaux arranged with marvelously made French wax figures, which were portraits historically accurate in every detail and dressed in costumes of the period, showed Bailly, the Mayor of Paris, on the table at the meeting in the "Salle des Jeu du Paume;" Danton delivering a speech; King Louis XVI discovered in an inn when trying to escape from France; the Dauphin in the Temple; Marie Antoinette at the guillotine, and the end of Robespierre. Around these tableaux was shown a collection of many years' making, including costumes, china, engravings, flags, drums, weapons, money and documents of the period.

A small Guignol, or puppet show, made in Lyons at the time of the Revolution to caricature the principal personages in France, told, in an amusing way, to thousands of people daily, the story of the Revolution.

Wanamaker anniversary celebrations, held each year

in March, are always educational. Special national days, honoring the various countries of the world, are celebrated with typical lectures and illustrations.

One day each year in these anniversary celebrations of the Philadelphia Store is set apart as a tribute to the Grand Army of the Republic. Camp Fires are held and addresses made by prominent veterans. In announcing one of these Camp Fires, Mr. Wanamaker wrote:

"The faces of the founder, General John A. Logan, and the early friend of the writer and friend of this store, General John F. Hartranft, the Centennial Governor and Commander-in-Chief of the National Grand Army of the Republic, will recall the heroism and sacrifice of the stormy days of the near past, when for the love of country 400,000 loyal men laid down their lives and 300,000 more of soldiers and sailors were crippled for life. The sons and grandsons of a million devoted mothers and their kin to the last generation will not forget the glorious deeds of their fathers. As the years roll round we shall do our part to keep fresh the memories of the passing heroes."

In 1908 Rodman Wanamaker sent an educational expedition into the Far West to study the North American Indian on his own grounds, in his own home, and in a manner that would compel a true photographic, geographic, historic and ethnic record of this fast vanishing race of First Americans. The expedition was cordially approved and given generous co-operation by the Department of the Interior at Washington, and the records thus made have been deposited in the archives of the United States Government.

Upon the return of the expedition there was exhibited to multitudes in the Wanamaker Auditoriums, both in New York and Philadelphia, a reproduction of Longfellow's great epic, "The Song of Hiawatha," in living pictures which were faithfully worked out with the Indians themselves as the actors and historic natural surroundings as the setting.

In 1909 a second Wanamaker educational expedition was made to the Indian country, and there was worked out in motion pictures "The Last Great Indian Council" —showing the great Indian chiefs then alive—for some have died since the pictures were taken, so fast is the race vanishing.

These pictures were later presented in a private view at Washington to President Taft, the Cabinet, the Diplomatic Corps, the Judiciary, and to both Houses of Congress, who pronounced them the finest Indian pictures ever shown on the screen, and a valuable historical and educational record of American life.

In connection with the Indian exhibition, the Wanamaker Stores have published a Primer on the North-American Indian, and in celebration of Lincoln's Birthday was published an original Primer on "Abraham Lincoln and the Rule of Four," of which 225,000 copies have been distributed.

Both primers are used in public and private schools as textbooks.

In connection with the Napoleon Exhibit a Primer on Napoleon has been prepared especially for children.

As a permanent educational exhibition, the Wanamaker Stores purchased from the Louisiana Purchase Exposition its German display of interior architecture,

comprising various rooms, fittings and furniture, which are shown in the Philadelphia Store.

In the New York Wanamaker Store, the exhibition of interior furnishings is still more elaborate, comprising the two-story House Palatial and a hundred or more other rooms finished and decorated as ideal living apartments. Of these, Elbert Hubbard has written: "I have visited famous Darmstadt and know the work of the art colony there; I am familiar with Waring and Gillow's of London; I know the Bon Marche of Paris; I have spent hours wandering through the Louvre and the Palace at Versailles; I know the Little Trianon, built to make happy an unhappy Queen, but I speak well within the limit when I say that nowhere in the world can be seen under one roof the wealth of wood effects at Wanamaker's in New York. My prophecy is that when the housekeepers of America awaken to the fact that there is an educational exhibit costing several million dollars, showing the best the world has done and is doing in interior decoration, that Wanamaker excursions will run from all over America to New York City, just to see what man has wrought."

When the first aeronautic meet of the world, at Rheims, during the month of August, 1909, waked up an electric interest in aeroplanes, the Wanamaker Paris Bureau caught pictures of the great event in cinematograph films, which were later exhibited in the Philadelphia and New York Stores. And only a little later it purchased and sent over the first Bleriot monoplane to be exhibited in an American store, an exact duplicate of the model in which its inventor flew across the English channel.

The machine was sold to an American, and still remains in the country.

The Wanamaker Stores were probably the only American mercantile organization to send a special representative to London at the time of the funeral of King Edward VII. A detailed report of the events of the week, accompanied by photographs of the funeral pageant in London and at Windsor, were dispatched by the fastest steamers, accompanied by complete moving pictures, which were displayed in Egyptian Hall of the Philadelphia Store a full week before any other moving pictures of the event reached America.

CHAPTER IV.

ART.

IT is not the usual thing to discuss the artistic side of an immense mercantile establishment of this sort, with its complex machinery and its purposes which seem to the outsider wholly material. It is not even customary to recognize that it possesses an artistic side, or exerts an artistic influence in the community.

For art and commerce have, in some degree, been enemies since the world began. A sea divided them. Whenever commerce approached the sacred shores where art dwelt in a mist of dreams, art fled, crying: "Back! Away! I will not be commercialized. I want none of you! You cannot hope to hold me and bind me and direct me. Art and commercialism cannot live together!"

But here is a man in the beginning of the twentieth century who says: "Art is founded on commerce." (Elbert Hubbard.)

And here is a store that says: "Art goes hand-in-hand with commerce." (Wanamaker's.)

What does this mean in the life of the Wanamaker Stores?

The truth is, that the quality of art comes out in everything we do. Whatever is well done, with sincerity and love of the work and a feeling for beauty, is art. Whatever is badly done, with pretense and half-heartedness and clumsiness, is far from being art. It is not only the person whose soul sings through his lips, or who puts his thoughts on canvas with a brush, who is an artist. The

vehicle of expression does not matter. It is the spirit that counts. The woman who arranges a room charmingly, who dresses to express her personality, or serves a dinner with grace; the man who binds a book in good taste, or turns out a chair that is a pleasure, or lays out a garden to give delight—all are artists in their way.

So, too, is the store that lives up to its highest ideals.

The great granite building that houses the Wanamaker merchandise in Philadelphia says this on the face of it. Suppose it had been a gingerbread, fantastical sort of building, with turrets and fretwork, minarets and Renaissance carvings, and stucco gorgeousness, would it have been art? No—because it would not have been SINCERE. It would not have been SUITABLE. It would not have been SIMPLE. It would not have been expressive of the SOUL within it.

The first plans for this proposed building submitted by the architects may have been good plans, but they were not good for the Wanamaker Store.

"What you must do for me," said the Founder of this business, "is to strive to say in stone what this business has said to the world in deed. You must make a building that is solid and true. It shall be of granite and steel throughout. It shall stand four-square to the city—simple, unpretentious, noble, classic—a work of art, and, humanly speaking, a monument for all time."

After this fashion the New Wanamaker Store in Philadelphia has finally been built. Massive in proportion, splendidly simple in structure, classic in outline, it stands with majesty in the center of the city.

"Men are changed by changing their environments." Cities are changed by changing their architecture. This

New Wanamaker Store has raised a standard of store architecture which merchants and architects may well study as a model. It has done more than that. It has added to the beauty of the city. It has set in motion currents of thought that will result in the improvement of all surrounding buildings in this quarter of the city that in future may need to be reconstructed. And who shall say that just to live in its shadow and to pass daily through the great portals supported by its lofty Corinthian pillars is not turning the minds of thousands of men and women toward a larger appreciation of the fitness and nobleness and sincerity of true art?

The Greeks, it will be remembered, believed that by living among beautiful statues and other fine objects of art a mother could influence the mind and the features of her unborn child.

"My opinion," says a well-known writer of today, "my opinion is, that Wanamaker's is influencing civilization for good to an extent that only the children of the coming generations will realize—and realizing, will be grateful."

But the artistic side of the store is not all on the outside. It is not, to quote the Founder, "one of those noble heads with nothing inside."

First of the large stores to feature artistic decorations (both in the arrangement of merchandise and the designing of settings or fine backgrounds for goods) the Philadelphia Wanamaker Store, in its new habitation, has developed this idea to extraordinary lengths. Egyptian Hall, with its sphinxes and pure style, Egyptian lamps, frescoes and reliefs is a magnificent auditorium, seating 1400 people. The smaller halls surrounding it—Greek

Hall, the Byzantine Chamber, the Moorish Room, Empire Salon, Louis XIII and Louis XIV Suites, and the Art Nouveau Rooms—are perfect types of their respective styles.

Their woodwork and the decorations are so beautiful that the store has been accused of great extravagance in installing them. But it is no extravagance to construct a thing of beauty that will be "a joy forever" and a useful frame for other beautiful things.

The Grand Court of Honor, with its fine marble columns and panels, and its great organ from the St. Louis Exposition, is an imposing and artistic center for the store, binding all the rest together around it, and creating a certain atmosphere that the most remote corners of the store feel bound to reproduce.

The results of this are felt in the artistic assemblage and display of the finer kind of merchandise brought from foreign parts, and its distribution into thousands of American homes, to the betterment of taste, and refinement in appreciation of the beautiful.

There have been, and still are, in the store some exhibitions of fashions and fabrics as beautiful to look upon as a gallery of paintings; and there are, in its workrooms and among the chiefs of staff, women and men who are in their own métiers artists as worthy as those whose names are preserved in the catalogs of galleries today.

Here and there, strolling about the store, you will notice hanging on the landing of a stairway or on some wall where the light is effective, a painting that has graced some Old World gallery. In 1906 it was said in one of the store announcements:

"The United States Custom House records will show that out of the Paris Salons we have in the last ten years purchased upwards of six hundred paintings for our free galleries in Philadelphia and New York."

There is probably no other store in the world that has gone into the Paris Salons and purchased the pictures best worth having to decorate its walls. It is largely these paintings and this kind of artistic exhibition, open to all for the coming, that have helped to convert the Wanamaker Stores into vast public museums, quickening the interest of thousands of visitors, and reaching a larger number than many of the museums owned and controlled by the city or the state.

The record of last year at the Metropolitan Museum of Art, in New York City, for example, showed a visitors' list of upwards of a million. The attendance at Wanamaker's reaches an annual total of many millions of visitors!

Some of the pictures now on view in the stores are worth more than a passing mention.

On March 28, 1893, the great painting of "The Conquerors," from the brush of Pierre Fritel, was placed on exhibition. It had been the most talked-of picture in the Paris Salon of 1892, and is perhaps the most talked-of picture in the Wanamaker Store today. With stern and tragic vigor, it depicts the advance of the great victors of the world. Cæsar, Tamerlane, Sesostris, Alexander the Great, Napoleon and the other heroes of the ages, march out of the canvas—and all about them, under their feet, are lines of the pale dead.

"Columbus at the Council of Salamanca," by Frederick Melville Du Mond, was another great picture exhibited

in November of the same year, representing the white-haired mariner standing in the hall of the old monastery of St. Stephen, before an imposing array of the dignitaries of the Church, and pleading the cause of the New World in which he implicitly believed.

The next year and the next the Wanamaker picture galleries were enriched from the Paris Salon, and so each year for ten years, until from the Salon of 1903 was bought the largest single collection ever imported to America from the Salons of France. This comprised 250 paintings, part from the Salon of the Société des Artistes Francais, and part from the Société Nationale des Beaux Arts.

They were so comprehensive in subject and characteristic of contemporary French painting as to be of unquestionably great educational value to American art students, as well as a source of true pleasure to the thousands who call to see them.

In that year's Wanamaker importation came "The Netwagon," Jean Pierre-Laurens's remarkable study of toiling fisherwomen against a glow-red sunset background. It has by now become familiar to all who visit the Wanamaker Stores.

There was also "Anathema," by Louis Beroud—a scene of destruction after the eruption of Mount Pelée, dominated by the colossal figure of a woman who personified the wrath or curse.

Another familiar picture of that same year was "The Seat" by the famous artist, Jules Adler. The wretched little family rests wearily upon one of the sidewalk banquettes, while the gay crowd passes behind. It is a startlingly realistic bit of Paris.

Paulin Bertrand's fine landscape study, "Solitude"; Eugene Dauphine's "Toulon Harbor"; Alphonse Lalanize's "News from France"; J. A. Muenier's "Corsican Shepherd"; Carolus Duran's "Provence Moonrise", and Alexander Harrison's "Rainbow" were among the best remembered importations of that year; as also were "Blessing the Sea," a sunset at sea at Brittany, by Alvaro Galiano; "Breton Woman and Cow," by H. Guinier, a pupil of Constant; "The Singer at the Pardon of St. Anne de Palu," a famous singer of holy songs whose tones inspire the sick and weary pilgrims, by Lucien Mouillard; "Madonna," by Lionel Royer, pupil of Cabanel and Bougereau, and "Grandmother," a knitting scene, by Henry Van Melle, of Antwerp.

Each year since has seen this treasure of modern paintings augmented, until the New York and Philadelphia Wanamaker buildings are rich in canvases which of themselves give these stores distinctiveness in the artistic sense and make them at all times worthy of a visit.

In 1903 the store brought from Paris the 300 paintings representing practically the entire studio of the celebrated artist Vacslav Brozik, and arranged them in an exhibit in the Philadelphia Wanamaker's. They are now a part of the Picture Gallery in the New York Store, but are not for sale. Brozik died in Paris in 1901. As a historical painter he has been called "the equal of the greatest."

It is not easy to estimate the value of importations like these. But it is believed that they fulfil their two-fold purpose of encouraging modern French art and educating American art.

The "old masters" who will produce no more canvases on this earth, and whose masterpieces are so carefully treasured behind the bolts and bars of the museums of Europe, are represented in the Wanamaker Stores by the best possible copies it is possible to procure, made with special care from the originals, by skilled artists.

Reproductions of all the beautiful Nattier portraits in the galleries of Versailles must be specially mentioned—portraits of the daughters of Louis XV, of Marie Leczinska and the lovely women of the court—wonderfully true to their priceless originals.

The famous canvas, "Appel des Dernières Victimes de la Terreur," by Charles Louis Muller, which also hangs in the galleries of Versailles, was copied for the store and placed on exhibition in 1906 at the time of the great exposition of tableaux and documents of the French Revolution.

A great bronze cast of the Venus de Milo, the Roman goddess of love and beauty, the size of the original in the Musée du Louvre, will also be found on exhibition in the store, and many busts and statues that are fine copies of the antique.

Only recently have been added many fine reproductions of Old World masterpieces in bronze, including the companion pieces, "Atalanta" and "Hippomenes." Atalanta is at the north end of the Grand Court, and Hippomenes, her suitor, is at the south end.

After Atalanta had grown to womanhood, her father wishing her to marry, she consented, but only on condition that her suitors should run a race with her in the following manner: They were to run without arms, and she was to carry a dart in her hand. Her lovers were to

start first, and whoever arrived at the goal before her would be made her husband; but all those whom she overtook were to be killed by the dart with which she had armed herself. As she was almost invincible in running, many of her suitors perished in the attempt, and their heads were fixed round the place of contest. When Hippomenes offered himself as a competitor, Venus had presented him with three golden apples from the garden of Hesperides, or, according to others, from an orchard in Cyprus; and as soon as he had started in the course he artfully threw down the apples at some distance one from the other. While Atalanta, charmed at the sight, stopped to gather the apples, Hippomenes won the race.

Other superb specimens of fine imported statuary in the Philadelphia Store that call for mention here are:

"Joan of Arc," at the Market street vestibule to the west aisle.

Colossal bronze eagle, by Professor A. Gaul, forged by Armbruster Brothers, of Frankfurt, Germany; weight of eagle, 2500 pounds; weight of granite pedestal, 4500 pounds.

"Diana de Gabies," a faithful reproduction of the original, now in the Museum of the Louvre, which was unearthed in the fateful year of 1792. She was the daughter of Jupiter and Latona, and the twin sister of Apollo, and was devoted to the chase.

"Polyhymnia," one of the nine muses of mythology, and the goddess especially of hymnal music.

These works of art are not for sale. They are intended to put the right note in the stores; to prove that a mercantile establishment can also be allied with the fine arts.

Said Mr. Wanamaker, in an editorial that appeared on a Franco-American day in the Wanamaker calendar:

"What the Paris Schools of Art are doing and have always done for America placed another obligation on us. A member of our organization [Rodman Wanamaker] has been, since 1893, successively Governor, Vice-President, and is now President of the American Art Association of Paris, with which he has been closely affiliated the past thirteen years."

Through this association the stores have always taken particular and active interest in the growth and progress of certain American artists in Paris, whose names are now well known, and it is therefore able to show some of the best examples of their work in America.

The much admired mural decorations in the auditorium of the New York Wanamaker's are the painting of Frederick K. Frieseke, "Sociétaire," of the Société Nationale des Beaux Arts.

H. O. Tanner, the celebrated artist of the Société des Artistes Français, is represented, both in Philadelphia and New York, by a number of Biblical pictures painted with great depth of feeling and sympathy.

The modern movement in French art—the "post-impressionists" as they call themselves—is represented for the stores by Miss Anna Estelle Rice, formerly of Pennsylvania; H. Lyman Sayen, of Philadelphia, and J. D. Fergusson, a young Scotchman, who stands today at the head of the so-called "English School." All of these painters are exhibitors at the Salon d'Automne.

In Miss Rice's studio at the present moment is going forward a large group of mural decorations, reminiscent of the days of Louis XVI, which are destined, when completed, for the wall panels above the elevators in the new Philadelphia Wanamaker Store.

So Wanamaker's is always in close touch with many groups of artists of the present day, as well as with old-time schools.

It is worth while, perhaps, to speak for a moment of the artistic value of the Wanamaker advertising pages, for whose illustrations thousands of dollars are spent yearly, among American and French artists; for it is often said that these pages have raised the standard of "advertising art" throughout the country. Recently the directors of an art exhibit in New York City asked the loan of the originals of the Paris posters that had been used in the stores to exhibit as models of their kind.

But of far more permanent art value than this is the work that the Philadelphia Store is doing in its Drawing and Painting Competitions.

Several years ago, in December, was started a Children's Christmas Drawing Competition, open to all children between the ages of 4 and 14 years. This past December, 1910, there were 4410 drawings entered. The only conditions are, that the pictures shall not be copies, but original sketches, and wholly the children's own work.

J. Liberty Tadd, one of the foremost art instructors in Philadelphia, has been kind enough to serve annually as one of the judges in this competition, and speaks authoritatively as to its value. William Mason, Director of Drawing in the Public Schools; Miss Anne Hall, head of the School of Practice of the Girls' Normal School; Miss Sarah Stilwell and Miss Elizabeth Shippen Green have also been members of the jury. The Children's Exhibition is hung every year—not a single picture of those entered is left out!—and it forms a gallery of vital interest to educators, as well as to proud mothers and fathers.

The STUDENTS' ART EXHIBITION, also held annually by the Philadelphia Store, is the result of a desire to encourage more advanced art students, and to offer them an opportunity to show and sell their work, if desired, at no cost to themselves. Although the larger part of the paintings and sketches in this competition are submitted by students in the schools around Philadelphia, there are also many that come from New York, from Chicago, from various other cities—and even from abroad—where news of the competition is gradually spreading.

Such competent judges as William M. Chase, Miss Emily Sartain, Harrison Morris, Miss Violet Oakley, Howard Pyle, Miss Florence Esté, E. W. Redfield, James G. Tyler, Pasquale Farina, and W. W. Gilchrist, Jr., have been among the judges of this exhibition.

When the International American Congress met in Philadelphia in 1889, the store in its daily announcement discussed "The possibility of a great retailing house supplying amusement, inspiration, convenience and some degree of culture to the community."

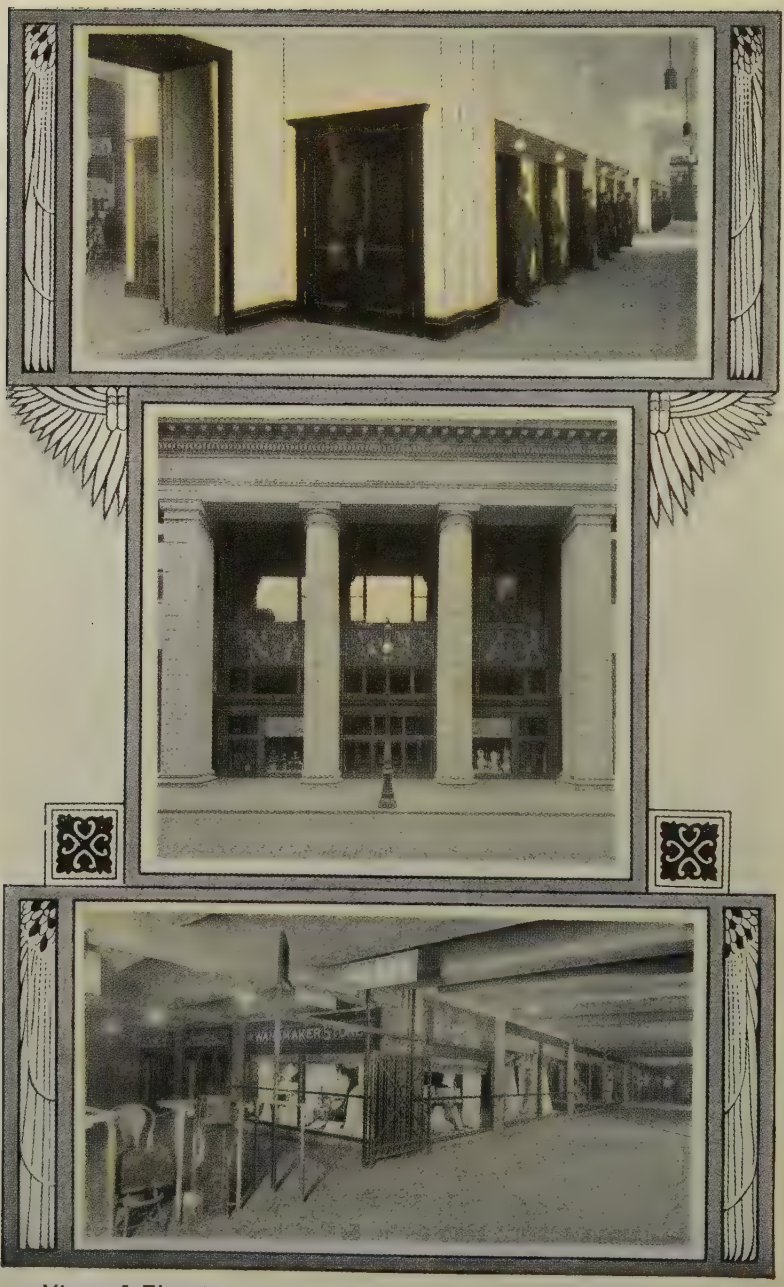
It was a new idea to the world. The Wanamaker Stores have spent twenty years now in proving that it was a good idea, and that the store which develops only its business brain is, like the man who does this, but half of the rounded whole.

There has been no looking for a reward, but had there been, it would have been found in the unfailing response of the people to each new attempt to improve this artistic and cultured side of Wanamaker's. The stores have grown by doing, and so has the public—

"And to unfold the human into beauty,
That also is art."

Views of the New Wanamaker Store in Philadelphia.

Grand Court in the New Wanamaker Store, Philadelphia.

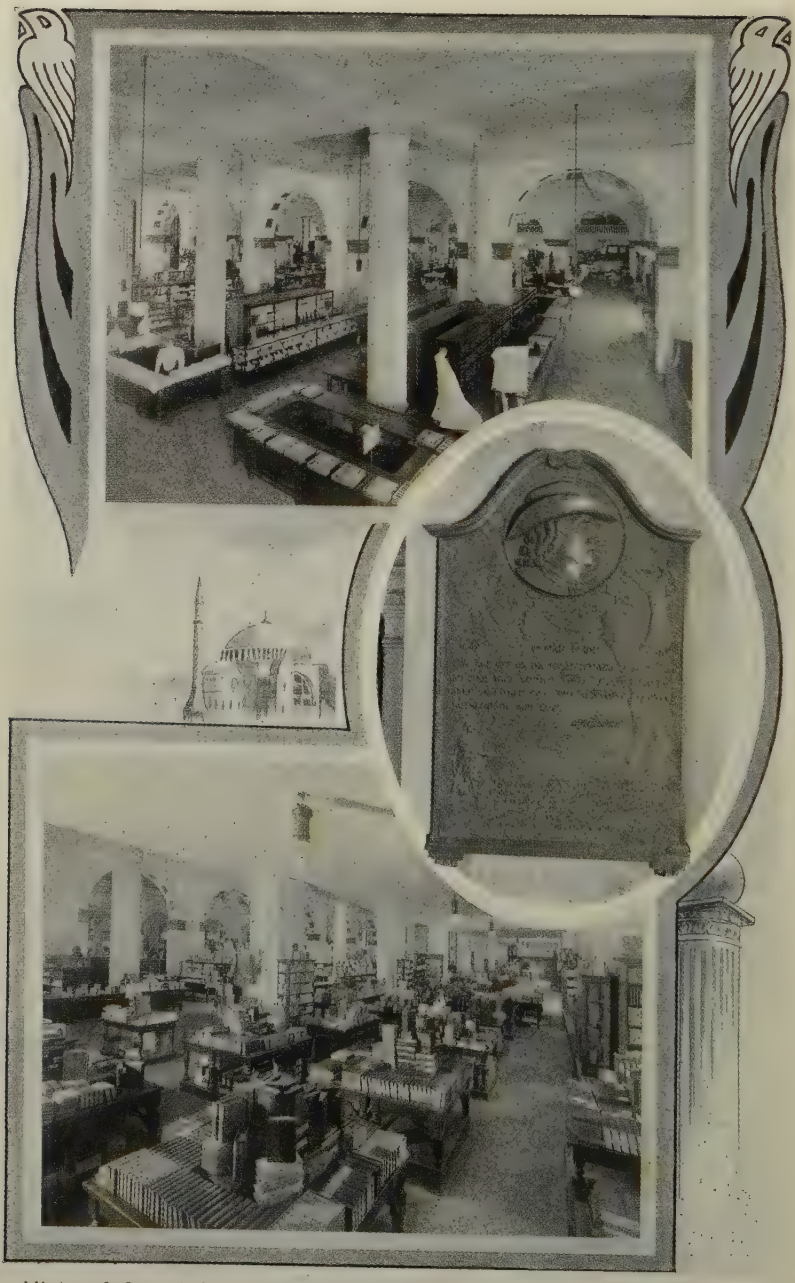


View of Elevators and Fire-door. Chestnut Street Entrance. Subway Entrance.

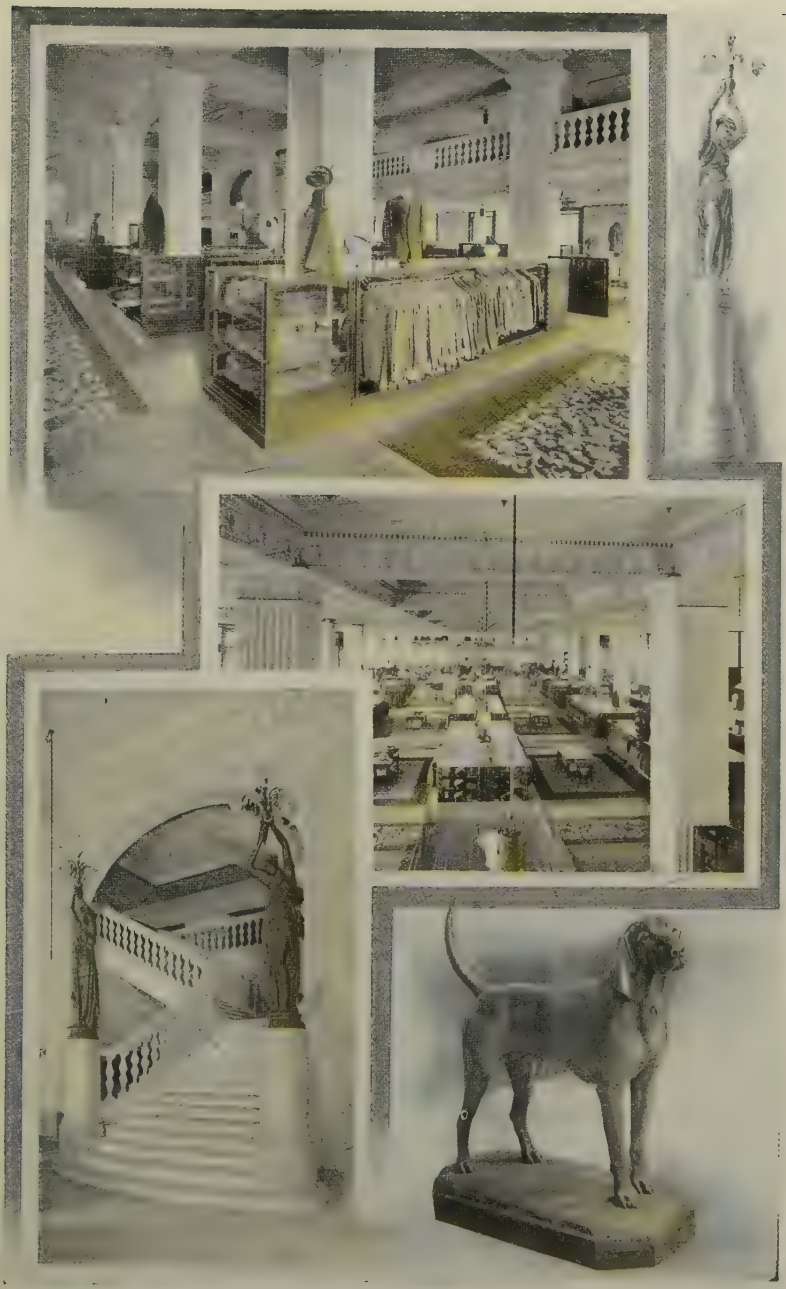
Jewelry Store. Stairway Leading to Clock Gallery.
Diamond Corner.

French Perfumery Shop, Grand Court, and Bronze Eagle.

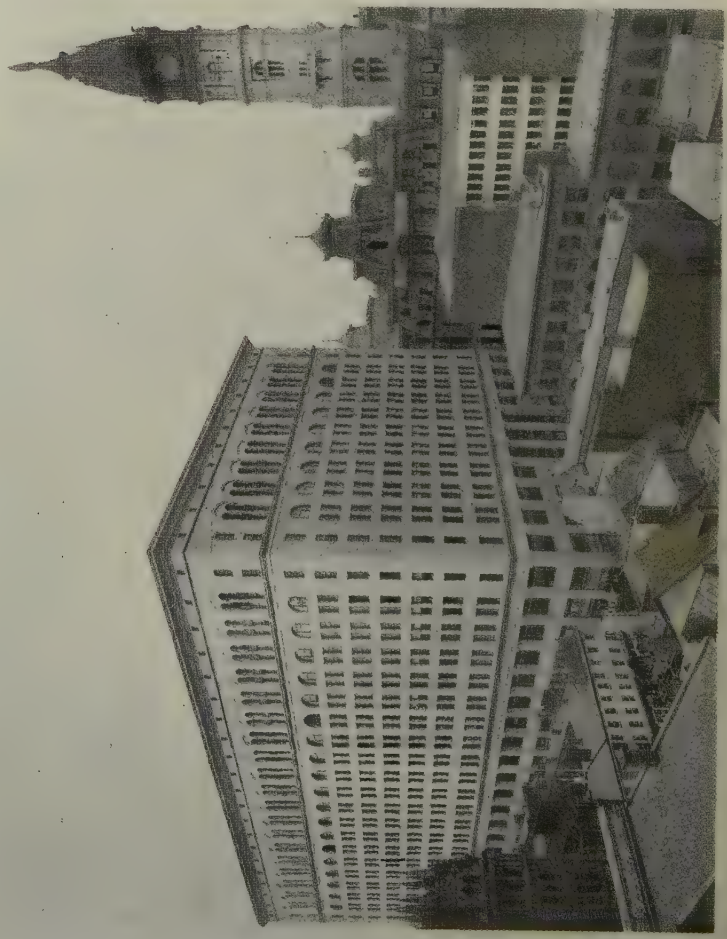
Vista from Grand Court.



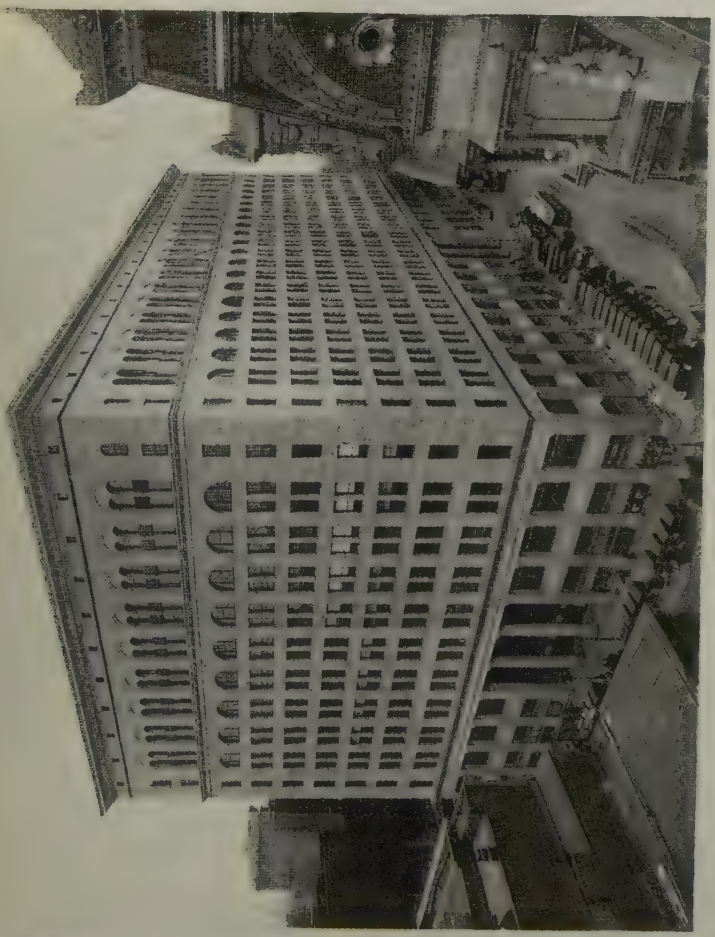
Vista of Grand Court from Women's Waiting Room. Penn Tablet.
Wanamaker Book Store.



Views of Clothing Store and Grand Stairway.



Wanamaker Store, Philadelphia, with City Hall in background.



Wanamaker Store, Philadelphia, facing Market and Juniper Streets.

Chestnut Street Windows Dressed in Period Furniture and Furnishings Louis XV. and Louis XVI.

Restroom.—Lincoln and Grant Tablets. Greek Hall.

Egyptian Hall, Wanamaker Store, Philadelphia, used as a Piano Salesroom and Auditorium for Concerts and Educational Lectures.

John Philip Sousa, leading the Military Band of the John Wanamaker Commercial Institute, Egyptian Hall.

Corridor in Gallery of Egyptian Hall. Winged Figure and Sphinx. Egyptian Hall. Platform and Organ, Egyptian Hall. Stairway from Egyptian Hall to Gallery.

Byzantine Hall. Empire Room. Moorish Room.

Vista of Open Area, Chestnut Street Front, Philadelphia Wanamaker Store.

CHAPTER V.

MUSIC.

WITH the opening of the Wanamaker Piano Store, April 15, 1899, musical merchandise, perhaps the noblest of all goods and chattels, was lifted out of the bondage of unfair and uneconomic traffic.

Strangely enough, pianos did not immediately come, along with other merchandise, under the new system of American retailing that grew up with the New Kind of Store. Until offered for sale at Wanamaker's in 1899, they still remained—and remain even to this day in many stores—an object of dicker and barter.

"You may be able to sell other merchandise on the one-price-guaranteed-quality-money-returned-if-not-satisfactory plan," it was said, "but not pianos—the public wants to bargain for them."

Yet pianos are sold to people of the most refined and sensitive taste!

"We shall see," the New Kind of Store responded—and after carefully canvassing the piano manufacturing world, choosing the best instruments and making trade alliances with honored makers, the Wanamaker Piano Store was opened under the full Wanamaker system.

With what result?

Not a piano was sold the first day.

Hundreds of people came and looked.

Piano dealers came, too, nodding their heads and saying under their breath, "We told you so!"

Then the public began to realize the new conditions—slowly but surely.

Slowly, but surely, the Wanamaker Piano Stores prospered—and prospered—until today they are credited with doing the largest annual piano business, not only in the United States, but in the world.

In a single day the Philadelphia Store has sold 223 pianos, piano-players and organs. In a single day! Many a piano dealer is happy if he does this volume of business in a year.

But much more was accomplished by this "commercialization of pianos," as it was termed by competitors.

The standard of pianos was raised; their prices were lowered, and by the Wanamaker partial payment system (piano delivered into the home upon a small first-payment; the remainder of the purchase price to be paid periodically in small portions) pianos were brought within reach of thousands of families who heretofore could not afford to own a musical instrument.

It is thus fair to treat of the Wanamaker Piano Stores under the heading of EDUCATION—for they are vital forces in the musical and educational uplift of the world.

The Wanamaker Piano Stores have been a stimulus to the entire piano business. They have spurred manufacturers on to new and better efforts. They have brought new life into an industry that needed revivification. They strengthened already strong plants, revived some that were on the ebb, built new factories and actually helped to create new instruments.

In the new Wanamaker Stores in Philadelphia and New York pianos have been given artistic salesrooms, the like of which were never seen before, veritable Temples of Music—Egyptian Hall, Greek Hall and accompanying suites of rooms in Philadelphia, and the marvelous salons clustering 'round the majestic Wanamaker Auditorium in New York. Here pianos are inspected, tested and sold in sympathetic surroundings that permit of leisurely, artistic and satisfactory selection—suiting each piano to the taste of each buyer.

Small wonder that world-travelers who come to Wanamaker's to see and to learn exclaim: "You have placed music on a befitting eminence; by sending the piano broadcast into the homes of the people you have conferred another blessing on humanity."

But the Wanamaker Stores have not stopped with the mere marketing of pianos and other musical instruments on a sound economic and scientific basis. They have made of their piano business a great musical and educational force, by providing great concert halls of rare beauty, wherein, free to the public, are given frequent musical festivals. In this notable work they have been given the cordial and very helpful co-operation of the musical profession. Here have freely come some of the great musical masters of the world. Here have played great virtuosi of the organ, the piano, the violin and other musical instruments. Here leading composers have interpreted their own original compositions.

To properly carry on this musical work, Egyptian Hall was permanently built within the new Wanamaker Building in Philadelphia—a magnificent auditorium seating 1400 people.

It contains a stage on which a chorus of 500 can sing at one time. It holds a pipe-organ of nearly three thousand pipes with four manuals, a set of chimes and an echo or antiphonal organ, all of which can be played by hand or with an Angelus music-roll.

In addition to this hall, whose architecture is pure Egyptian, with the sphinx, the lotus and other Egyptian symbols as the motif of decoration, there is a Greek Hall, a Byzantine Chamber, a Moorish room, an Empire Salon, Louis XIII and Louis XIV suites and an Art Nouveau apartment—all part of the musical, artistic and educational equipment of the Wanamaker Stores.

Here are given public concerts and public exhibitions of art, and here the Wanamaker Store Chorus, the Military Band of the John Wanamaker Commercial Institute and the other Wanamaker musical organizations are often heard.

This band is a body of the store's younger employes, organized for educational purposes, and one of the many results of the campaign of musical activity which the Wanamaker Stores inaugurated long ago. It is just a part of that propaganda which the Founder declared was instituted to help sweeten the lives of the store people and to swell the music of the great world anthem.

At present composed of seventy-five pieces—all employes of Wanamaker's Philadelphia Store—it is unique, in that there is no other band of its kind in the world.

There is what is termed a "Second Band," composed of less proficient and younger members of the store organization, from which drafts are made when efficiency in playing of an instrument is reached and there is room in the older band.

I WELCOME this opportunity to say that I am proud and happy to be able to assist in a small way in this work of such great and far-reaching significance, and I hope it will grow and continue to grow until it shall cover every city in the land. When we have merchants who are prophets, men who idealize, such a result cannot be far distant.—*Dr. George W. Chadwick, Head of the New England Conservatory of Music, March, 1910, at the Wanamaker Competition Choral Festival.*

COMMERCE and poetry have not hitherto gone hand in hand. I hope it may be otherwise in the future. I am glad for the vision and for the excellent achievement in music which we have already had evidence of here, and still more for the promise for the future.—*Dr. Horatio William Parker, Dean of the Department of Music of Yale University, at the Wanamaker Competition Choral Festival, March, 1910.*

Greek Hall, seating 600 people, with a large stage and a two-manual pipe-organ, is exquisite in its architecture. Its side walls, twenty-four feet in height, are of solid mahogany, inlaid with satin and other rare and costly woods in intricate Greek design. A deeply-coffered ceiling is illumined with gold and massive electroliers of gold bronze.

Egyptian Hall was first opened to the public on March 1, 1908, when a great Hungarian violin virtuoso made his first bow to music-loving Philadelphians. Since that opening day both Egyptian Hall and Greek Hall have presented to America other great artists, and each year these musical features culminate in a great series of "American Composers' Concerts" designed to honor and help the American Composers.

It is the idea of the Wanamaker Stores to give to the American Composers a square American Deal. Any one who has written something really worth while may have opportunity to be heard here. This was one great reason for planning the classic Egyptian and Greek Halls, and for securing as musical director a man broad enough to include every composer in his philosophy.

By reason of its Philadelphia, Paris and New York facilities, Wanamaker's is able to give to the American composer the opportunity of taking the public into his confidence, to rise or fall according to the character of his work.

This plan is so approved of by representative men in their profession that a number of noted composers, men who have already won their spurs, have come to the Wanamaker auditoriums and personally conducted programs of their own compositions. First came Charles

B. Hawley, whose "Because I Love You, Dear," "The Sweetest Flower that Grows" and many other compositions have echoed 'round the world.

Then Reginald de Koven, busy as he was with the production of his successful opera, "The Golden Butterfly," gave in Egyptian Hall two notable recitals.

Following these, Oley Speaks, one of the coming song-writers, with several recognized compositions already to his credit, appeared twice on the day following that which was rendered noteworthy through the appearance of Mr. de Koven.

The succeeding week gifted Harriet Ware played and directed concerts of her works. Miss Ware's great "Boat Song" and "The Cross" will long be remembered.

Then John Philip Sousa, out of the bigness of his heart, came and took the helm. Mr. Sousa thoroughly rehearsed the Wanamaker Boys' Military Band and the two bugle and drum corps, besides the large chorus, and gave public recitals of his inimitable marches and other compositions.

Following Mr. Sousa came Charles Gilbert Spross, a rapidly rising young composer, whose songs are making headway out of the ordinary.

In 1909 the Wanamaker Store in Philadelphia instituted an Annual Wanamaker Competition Choral Festival, which yearly is of great interest to music lovers, both in this country and in Europe. The first announcement of this Festival stated its purpose as follows:

"Continuing the development of a policy which has had for its object the exploiting of the American composer and his works, the betterment of both vocal and instrumental music, and the further extension of general musical education, the musical forces of Wanamaker's

THIS yearly assemblage (Wanamaker Competition Choral Festival) means more to the progress of music in America than any other event that I know of.—*John Philip Sousa, at the Wanamaker Competition Choral Festival, March, 1910.*

MR. WANAMAKER is the best advertiser in the world. He is the best advertiser because he is an honest merchant. He is an honest merchant because he is an honest man. He has not succeeded because of his advertisements, but because of the qualities of mind that enable him to produce those advertisements. He is the foremost merchant of our times. He is a great artist. All first-class institutions are founded only by great artists. His great establishment is actually a school in which those who have not had opportunity in their youth to learn, receive what is equivalent to a public school education.—*S. S. McClure, at the Banquet marking the formal opening, September, 1907, of the New York Wanamaker Store.*

now propose to stimulate interest, in so far as they can, in part singing. To this end they would invite choruses of mixed voices, choruses of men's voices, choruses of women's voices, choruses (vested choirs) of men's and boys' voices, mixed quartette choirs, male quartettes and female quartettes, to the famous Egyptian Hall, Wanamaker's, Philadelphia, for friendly rivalry in the tests to be found herein.

"The particular value of this competition to the participants will be in having their artistic excellence determined by judges of international note. The successful organization in each class will be presented with an engrossed diploma, duly signed by these distinguished officiating judges.

"It is hoped in this way to create an interest more genuine and more lasting in its benefits than could result from the distribution of cash prizes."

The festival was an instant success.

The judges were Dr. Geo. W. Chadwick, of the New England Conservatory of Music, Boston; Prof. Horatio Parker, of Yale University, and Arthur Foote, the eminent composer, of Boston.

In 1910 the Second Annual Competitive Choral Festival brought forth the kindly co-operation again of these great musical teachers as judges, with the notable addition of John Philip Sousa, the March King.

At this Festival J. Van Broekhoven, composer, author and teacher; Dr. W. W. Gilchrist, Henry Gordon Thunder and fifty members of the famous Philadelphia Orchestra, under the direction of Henry W. Meyer as concertmeister, also assisted.

The famous Paulist Choristers of Chicago, under the leadership of Rev. William J. Finn, were among the par-

ticipants, giving a marvelous exemplification of the perfection attained in choir singing by boys.

Commemorative bronze medals, specially designed and struck in Paris, are given each year to the individual participants in these musical festivals, and duly authorized and signed diplomas to the winners of each class.

At the second Choral Festival in 1910 John Wanamaker explained the purpose of Egyptian Hall and of the musical work of which it is the home.

"This Hall has been here for two years, in constant use, and this is the new birth—as I believe it to be—of a great musical movement that will shortly spread over the land.

"I doubt very much whether there is in any other city in the world a scene like this today. I beg you to think about it and to think all the way through it and try to figure out what it means. These splendid fellows (referring to the Military Band) who are before us, all in the early youth of their lives, instead of walking the treadmill of business, are carrying along with them studies that make their lives larger, that enable them to strike a note of pleasure and of cultivation. This little pinch that you have on the platform of the great chorus—I am proud of the pinch—gives only an idea of what exists here and what is possible elsewhere in every city of the land.

"Whilst we sit here the great business of the house is going on. Downstairs other people are working for you, while we are up here playing for each other, and, my friends, it is only because of a great business back of it, giving its backing to all the school and musical work that ought to be brought into our lives—it is only because of it that we can have such an assemblage as this today.

"It is almost impossible," he said, "to walk on the street without having your face dusted. So it is impos-

sible for any large enterprise to be free from criticism. One looks into an Indian mirror—just a piece of polished brass—and he can see the reflection of his own thoughts. And when one looks at business, hard and cruel and percentage of profit, there is not very much that is cheerful in the way of lifting the world and bettering it. Some who look at what we are doing here regard such an occasion as this as a kind of door mat to publicity, or the noisy tongue of an advertisement, but we will have to grow beyond that. I understand something of advertising, and I advise any one who wants to get the best profit out of advertising to use the newspapers and pay the 50 cents a line or whatever it may be. But I also speak to the merchants, if they are here today, or to their friends, to say that there ought to be some other percentage than the profit in dollars and cents counted as a large compensation, and to my mind this as a beginning is one of the greatest transactions that a merchant could have.

"We are not the mere automata of business. We are men and women reaching out hand and heart to make life easier and to make the world happier. Oh, dear me, in this informal speech to you I would like to have you understand that we have only got a few inches along the way, not miles, in the things that we hope to do. It is not sufficient to have the best organ in the city on this platform, or to have the best Director of Music that we know of as a teacher, but we have to have a great deal better band than we have today, splendidly as the boys have done and proud as I am of all they have been doing. I applaud you from the bottom of my heart—but we haven't begun yet.

"We have 700 today in the chorus. I hope we shall have 7000. I hope that we shall run trains from New York, where the same thing will be going on, and to have the people who are getting the education and inspiration to feel that there is something else besides the humdrum

—the coming in and going out and the weekly salary—that this is a school of music, a school of hope—that it is a higher level—that whilst we work in our offices and at our counters and at our desks, we have the ambition to rise in the world by intelligence, by work, by constant cultivation.

"I am very sure there is a new spirit abroad and that what we are striving to do in an humble way—I will not use that word for fear it may be misunderstood—in a modest way, let me say, that it will be imitated, copied—and that the encouragement of it will lead in every city to similar things being done.

"One would not be surprised to find in a well-stocked garden beautiful violets, but to find them growing on the sidewalk, or under the snow, or to take them from the bosom of the ice, that would be a surprise to you, and yet it is true that in a mart of trade—the evolution of 10 years—we have this occasion, giving a little gleam of light of all the other education that is making men and women for the city and for citizenship.

"I believe it to be true that every baby is born with a song in its mouth. We are in quest of that song. We are hopeful that neither ignorance, poverty, nor toil, nor disappointment, nor trouble, shall crush the song of the spirit. So it shall ever be as a part of the dream—aye, that is true, it is an old dream—the fulfillment of the vision that we shall search for that little song, and we will make it larger and stronger until it shall join in the great song of nature.

"What a wonderful time the June time is, when the birds wake—not with dry, parched mouths—in the morning, but with a morning song. How the orchards sing of the red, rosy apples and plums and cherries, and the great fields of grain and wheat, with their rustling music, and the whisper of the trees. It is a great song and June is a great organ. Let every heart come into the anthem. Let us learn the oratorios; let us fill the earth with glad songs.

"We have come to a better time in our lives, and I believe these distinguished men, whom I welcome, are interpreting the new life of education that is coming into the colleges, coming into the great manufacturing concerns, coming into places of employment where masses of people are congregated. There is something to be done to make the world brighter and happier by reason of these associations.

"I am striving—good friends in the musical profession of this city—to have you consider this as a center not wholly dedicated to business, but to music. Oh, how much there is in the thought of it! This world that is so full of tears and groans and of sorrow—the thought that we can start the singing of a song that will spread into our homes and over the city and into the land. Isn't that a fine and helpful thought for us? I therefore welcome you for today, and I promise you that the doors shall be without a lock. Open them until the house is full, and if you are on the wrong side of the door it will not be my fault.

"Look into your hearts, every one of you, and see how much you have got to give. It is a great pity if you are a ten talent man or a ten talent woman if you give just a little. It is a great pity if a splendid largest sized Baldwin locomotive should go over the Rocky Mountains with one little caboose car, when it might draw a train of twenty heavy freight cars, or forty perhaps. And so with our lives. If we are large locomotives, let us try to do not as little as we can, but to do the very largest thing that we can and to fill the world full of music, with smiles upon our faces and cheerful, manly steps as we go to our work—not as if we were tired all the time, but a real man under the jacket and a real purpose, and then you will find real women and splendid women in your sisters and in the friends that you choose that will be proud of you and will try to live worthy of you and to be your helpers."

At the conclusion of the last Choral Festival in 1910, at "Musicians' Assembly Night," at which the musicians of Philadelphia were entertained, together with the participants, these words of appreciation were spoken by Dr. Chadwick:

"I welcome this opportunity to say that I am proud and happy to be able to assist in a small way in this work of such great and far-reaching significance, and I hope it will grow and continue to grow until it shall cover every city in the land. When we have merchants who are prophets, men who idealize, such a result cannot be far distant."

Dr. Parker spoke his approval in these words:

"It is not given to many people to have such visions as those which have been so beautifully expressed to us. To a still smaller number is it given to have the visions and at the same time the ability in large measure to realize and materialize such visions; and even with the ability as well as the vision, the practical physical material for carrying out such plans as have been outlined is very rare and most unusual in the surroundings which are and which have been, up to the present time, not poetic under commercial conditions. Commerce and poetry have not hitherto gone hand in hand. I hope it may be otherwise in the future. I am glad for the vision and for the excellent achievement in music which we have already had evidence of, and still more for the promise for the future."

John Philip Sousa, in a brief address, commented on the work in the highest terms, and said that this annual gathering of Composers and Musicians meant more to the progress of music in America than any other musical event.

Rev. Wm. J. Finn, the leader of the Paulist Choristers, spoke in part as follows:

"I will not presume to detain you in the presence of such an illustrious audience by dilating upon the merits of this particular branch of the musical profession which it is my privilege to exemplify. But it seems to me to be obligatory to say a word or two about the revival of the boys' and men's choirs, which during the last five or six years has occupied the interest of the most intelligent choirmasters of the world.

"About six years ago a decree was issued—which, of course, interests primarily those who owe allegiance to His Holiness, the Pope—a decree asking the Catholic Churches to restore to their services the usé of the boys' and men's choirs. A great many musicians, and a great many clergymen, seemed to think that same minute the death blow of choral singing had been dealt. But this was not so.

"Twentieth century musicians are inclined to be skeptical as to the artistic possibilities that can be accomplished by that medium of musical expression, so perfectly developed in the Middle Ages. It is generally supposed by some musicians that the highest possibility of the boys of today is selling newspapers or doing other work of kindred nature. But if that were true, and if the boys of today have not radically changed from the boys of the Middle Ages, then some of the greatest compositions ever put on paper must needs be thrown into the waste paper basket.

"There is a certain type of composition which demands the boy's voice in order that the full meaning of art, of sentiment or of religion contained in the text may be perfectly brought out. Outside of this phase the boy's voice has no place. It has been suggested to me, by my own personal observation, that those who claim so much for the boy's voice are really doing more harm to

the movement than good. In opera the boy's voice cannot be used, but in those compositions of the nature of which I have just spoken the boy's voice is incomparable.

"The greatest musical critics the world has ever known have invariably acknowledged that the boy's voice is inspired from on high. In this sphere the boy's voice is indeed sublime, and it has been my prerogative in some measure to work toward this ideal. The ideal is far distant as yet, but we have been making progress toward that ideal. We are working toward it in this country, and we trust that the boys' and men's choirs will soon be restored to their original place in the musical world.

"It is indeed a great pleasure to be able to be here tonight and to say these few words. It is a day that I shall long remember, for we have with us the representative composers of the United States of America, the greatest organists and the greatest conductors of the country."

When Reginald de Koven, the famous American composer and critic, appeared in Egyptian Hall to conduct personally two concerts of his own compositions he said:

"There is a distinctive atmosphere about Philadelphia that cannot but attract one. I, myself, am fond of its conservatism, of its artistic and musical bent. Here the arts and sciences have been given exceptional encouragement, and here music and composers have ever received a warm and hospitable welcome. My visit here today has given me keen pleasure, and I wish to express the satisfaction I have received at the reception accorded me here.

"Mr. Wanamaker is accomplishing an educational work of great value in the series of American Composers' Concerts he is giving in Egyptian Hall, and the public here must appreciate so golden an opportunity to hear good music for nothing."

CHAPTER VI.

FASHION.

VERY early in the Wanamaker history was realized the importance of being close friends with Paris, and of sharing her secrets of Fashion. So early in 1879 one of the oldest tried members of the Wanamaker staff was sent abroad to be resident in Paris, and to purchase and express the new fashions as fast as they appeared.

At that time not so many people went pleasuring to Paris as nowadays. Comparatively few New Yorkers and Philadelphians would have been able to see the actual Paris models of fashion, if it had not been for such importations as those made by the Wanamaker Store, at great cost. The announcement of "several dozen Paris gowns just off the steamer" caused almost as much excitement as the arrival of the Prince of Wales.

With 1893 began the Wanamaker custom of holding regularly, twice a year, important exhibits of Paris fashions, in the Spring and in the Fall. Not only millinery, wraps and costumes, but every department that received importations of French goods contributed to the interest of these expositions.

It would seem a simple thing to cross the ocean, visit the *atelier* of all the great designers and make a selection of the new fashions from the many beautiful things

shown at the beginning of each season. Yet it is not so simple as it seems. Paris does not say outright, "Let us have Empire or Oriental styles." She cunningly sets out all her new ideas for approval. Each couturier and modiste shows about a hundred new models, which do not by any means speak the same language, some of them being made to suit the German taste, some the Spanish and South American, and some the English. Imbedded among them are the choice gowns that Paris will conclude to wear herself after the buyers of other nationalities are gone—the gowns she will stamp with her approval, making them the truly correct Parisian fashions; the gowns that the Wanamaker Stores must select to properly present the "clou" of the season.

But how to recognize them? How to know that this one will be right and that wrong? How to be assured that capricious Paris will keep to one style and discard another?

The decision is less important to those establishments that are not looked to as absolute authorities on fashions; but for the Wanamaker Stores it is of first consequence.

Even more than years of experience are required to perform this task. Personal friendships with the fashion designers, close study, the constant informations furnished by the Wanamaker Paris Bureau, keen judgments and a sixth sense that Wanamaker fashion experts seem to possess, as will be seen by comparing the list of recent fashion events at the Wanamaker Stores with the fashion calendar of Paris herself.

In 1902 the Pompadour fashions were presented first by Wanamaker's to America—with the revival of flowered silks and rich laces, fuller skirts and the elbow sleeves

that were the mode during the epoch of the beauty-loving Marquise.

In 1906 Wanamaker's sounded the note of the Second Empire—the fashions of the court of Empress Eugenie.

In the Spring of 1907 the Egyptian tendency was heralded, with gorgeous embroideries and straight lines.

In October, 1907, the clinging draperies and tunics that were a revival of the robes of ancient Greece were announced with special exhibits of Paquin's sheath skirt and the emotional gowns of Lucile, of London, each one of which expressed a mood.

With high waists, large revers, long close sleeves and narrow skirts, Directoire fashions made their debut at Wanamaker's in the early spring of 1908, and were followed by the Tanagra gowns that, following the Directoire, became so fashionable in Paris.

Fall, 1908, and the Wanamaker "Fête de Paris" presented the wonderful exhibition of Napoleonic fashions, with gowns such as Josephine once wore; and mantles and hats that reflected the militarism of the Emperor.

In December, 1908, the Wanamaker Costume Salons, acting on advices from the Paris Bureau, presented the Moyen-Age gown, with its long clinging unbroken lines to the knees; and this before the rest of America had heard a whisper of it.

"The Glories of Versailles in the Days of the Louis's," as the Wanamaker exhibition of March, 1909, was called, presented beautiful reminiscences of gowns seen in the paintings of Nattier and Watteau, which seemed to be the inspirations of the Paris couturiers.

The "Russian influence," characterized by barbaric colorings, lavish use of furs, blouse costumes, etc., was

shown in September of the same year. The Oriental note was seen in the kimona sleeves, the close short skirts, the high girdles and the super-position of colors.

Others had the privilege of seeing these same styles in Paris, but failed to discern or name in them the important general tendencies. Many people have to be told what they see before their mind recognizes it. After the Wanamaker Stores had made their fashion expositions, the echo that trailed along on all sides was an echo of the right interpretation of the real mind of the creators, in each case. This may easily be substantiated by consulting the Paris fashion publications of the various seasons mentioned above.

From this it will be seen that the fashion exhibits of the Wanamaker Stores are in a way early prophecies of the seasons that lie ahead, prophecies that have been promptly fulfilled.

"Live in contact with dreams, and you will get something of their charm." It would be impossible to live with the dreams of Paris creators and not end by doing as they do—treating gowns like pictures, and the designing of them as a worthy and noble form of art.

This conception of fashions originated in the Wanamaker Stores the novel idea of creating an artistic setting for each different fashion exposition, to complete the harmony of the underlying idea. So the Empire gowns of 1908 were shown on fair women, as if they were in Napoleon's court, with a beautiful Josephine on the throne. The pageant of Oriental gowns in 1910 took place in a Japanese garden, and the Græco-Roman gowns in a classic Roman arena.

Such fashion exhibits set the Wanamaker Stores apart

for their original and artistic treatment of fashion and at the same time become an inspiring and educative influence with the great crowds of people who come long distances, sometimes, for the pleasure of seeing them.

"Fashion," according to Mr. Webster, "is the prevailing mode of style, especially of dress . . . usually among persons of good breeding."

So it includes every article, small or large, that is subject to change of cut or color—gloves, parasols, neckwear, lingerie, blouses, stockings, handkerchiefs, as well as millinery, wraps and costumes. To watch for signs of fashion changes, no matter how slight, and to apprize the Wanamaker Stores of their coming, is the special office of the Wanamaker Bureau, at 44 Rue des Petites Ecuries, Paris. A constant stream of letters, cables and information is pouring into headquarters from that side of the sea, and the incessant arrival of Paris merchandise would suggest, as someone has said, "that there is a Wanamaker tunnel under the ocean."

This quick service is specially necessary, with the articles of dress that change in fashion frequently and with great rapidity—as, for example, millinery. So far as known, Wanamaker's is the only store having an exclusive *envoi* of the latest Paris hats once a week; enabling the patrons of its millinery salons to put on the hats that *Tout Paris* is wearing—not a month later, *but on the very same day.*

The Wanamaker stocks of Paris goods, unique in their design, are seldom duplicated in America. These constant importations have their effect on many of the American-made articles that come into the Wanamaker Stores.

Back of all this fashion work that the Wanamaker Stores are doing, lies, however, another purpose that rises to the surface once in a while. It is, to guide women to dress better, more simply, and more graciously; to make themselves more attractive by wearing well-bred clothes that express them; to choose these clothes wisely—in a word, to make their own the Frenchwoman's century-old fascination and daintiness of dress. Without doubt, a large share of credit for the general progress made in these directions can be rightly ascribed to the long-continued and never-failing efforts of the Wanamaker Stores to get the right fashions and to present them with an intelligent perception of what the influence of their development will mean.

BOOK SIX.

THE JOHN WANAMAKER STORE IN PHILADELPHIA.

ARCHITECTURAL fascination and inspiration make the appeal of the new Wanamaker building in Philadelphia to the architect, the engineer and the eye of the multitude. It is a cosmopolitan unit. It is more than the keystone of a business arch, unique in the history of the business world. It is a collection of efficiency units, all converging to one meeting place, determined fifty years ago as a possibility in the mind of the Founder, then woven into the fabric of a dream, and today a concrete demonstration of original thought.

This Philadelphia Store, the largest building in the world devoted to retail merchandizing, occupies an entire city block in the very heart of Philadelphia, next to City Hall, which huge pile it overtops and actually dwarfs. It covers an area of 250 feet wide, 480 feet long and rises to a height of 247 feet above the sidewalk. It is twelve stories in height above ground and three stories below. The total floor area of the building is nearly 45 acres, almost 2,000,000 square feet. If all the floors were put end to end there would be a continuous

floor one and one-third miles long by 250 feet wide, the width between Juniper and Thirteenth streets.

The style of architecture is Roman Doric. The entrances are midway of the building on all four sides. They are splendid and spacious. Two imposing columns dignify the entrance, the capitals with their evenly proportioned outlines bearing up the cornice of the second floor. Twelve stories of gray granite, fronting on four splendid thoroughfares, made majestic by the Corinthian cornice which crowns all, loom large as the master building of the city.

The plaster work throughout the building, except the floors devoted exclusively to stock rooms, is ornamental in character. On the main, first and second floors, the columns which are fluted, and have the typical Doric cap, and the walls, are done in Keene cement. These three floors have deeply coffered ceilings with Grecian cornice, the egg and dart moulding, the Grecian honeysuckle being worked into the design. The rest of the building is done in hard white plaster.

The exterior walls are of Maine granite. The interior construction is of steel and concrete. The store is divided into three sections by two fire-walls, running from Thirteenth street to Juniper street. On both sides of these fire-walls are the elevator shafts, which serve the purpose of concealing the fire-walls. Fire doors are placed on either side of each of the openings in these fire-walls, and the doors are made so that should fire occur they will close automatically.

The sub-basement is 34 feet below the sidewalk. There are three stories below the sidewalk, one being a mezzanine, or gallery, floor. The sub-basement is 10 feet 4

inches high. The basement is 20 feet high. This basement height is divided in two around the walls by the mezzanine, or gallery, floor. The first story is 25 feet high. This story has a gallery running around the sides. In the middle section, on the west side, the gallery is set low to provide a waiting room for the women customers. The second floor is 22 feet high. A gallery is provided on the east and west sides on the Market and Chestnut street fronts, while in the middle section the gallery runs all around the four sides. The third story is 23 feet 7 inches high. The Market street section of this story has a gallery running around its four sides. The balance of the third story has a clear height without galleries. From the fourth to the eighth stories, inclusive, the story heights are 15 feet 6 inches. The ninth story is 20 feet high. The tenth, eleventh and twelfth stories are 15 feet 6 inches in height. The twelfth story receives most of its light from the skylights in the roof.

The whole height of the building above the sidewalk averages about 247 feet, plus 34 feet, the depth below the sidewalk, making a total height of 281 feet. The foundations extend 12 feet beyond this into the rock gravel.

The building is built on a framework of steel. The walls of each story above the sidewalk are carried independently. Any one of the stories could be removed without disturbing the other stories.

The floors are of concrete, on top of which is placed a maple wood floor.

A marked and well-defined guaranty of safety, both for the employes and the uncounted thousands who visit the store, is the character and construction of the elevators installed in the building. They are of the "Plunger" type,

direct hydraulic. Which means that the plunger piston travels through a hole drilled through the solid rock directly under the elevator to a depth corresponding with the height that the elevator travels.

The plunger in each instance rests upon a cushion of water which, in its descent, it displaces, hence cannot fall. When the car goes up it is pushed up by a water pressure of 150 lbs. per square inch.

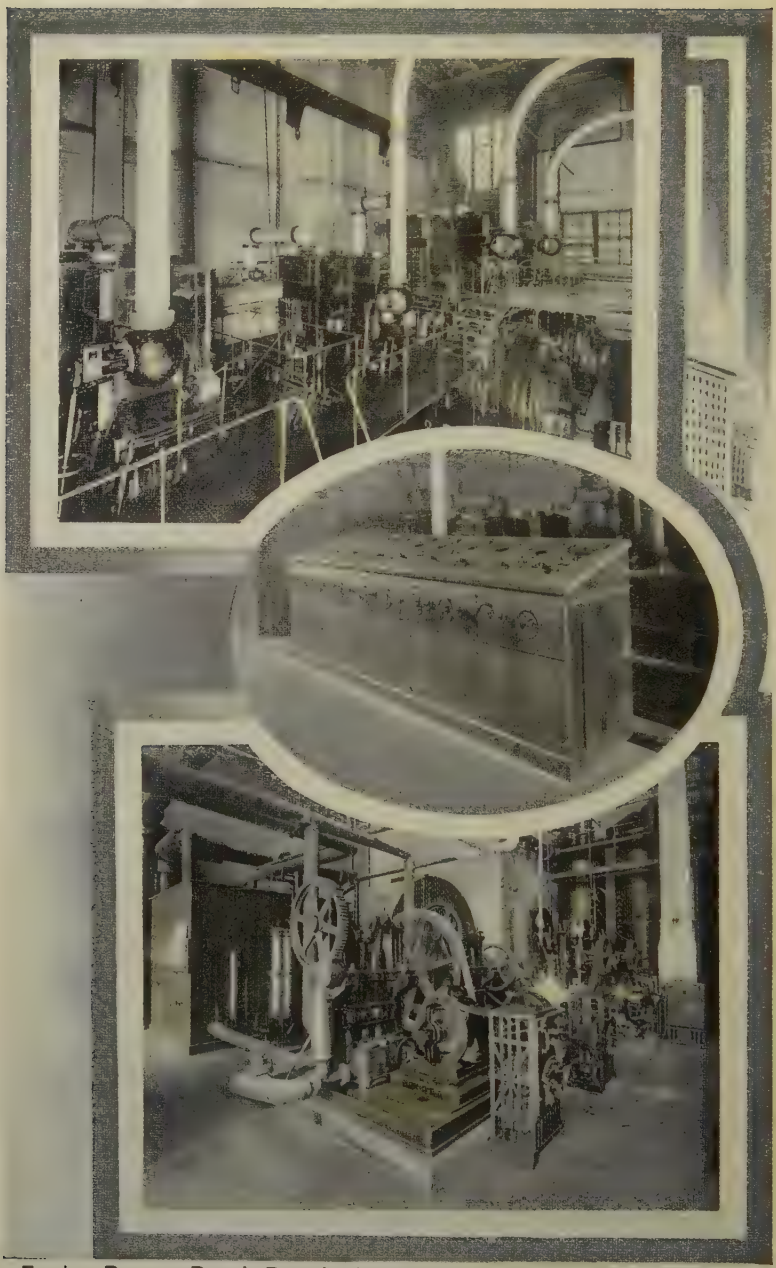
There are sixty-eight elevators in the building, fifty-two of which are for passengers and sixteen for freight service. In addition thereto there are ten electric dumb waiters, which travel from the stock rooms direct to the selling floors. These are used for the quick delivery of stock to any of the departments needing it, and are practically the errand boys to and from the stock rooms. There are also installed four double spiral chutes running from the top of the building to the sub-basement. One of the spirals in each chute is used for sending such goods as are wrapped and ready for delivery from any of the selling floors direct to the delivery department in the sub-basement. The other spiral is used only from the stock room floors and delivers directly to outlets located, one on the basement floor, two on the main floor, and one on the first floor.

There are four tower fire-escapes in the building. These escapes are built within solid brick walls and have no opening except from the outside, and are therefore smokeproof as well as fireproof. These tower fire-escapes are located at the divisions, or fire-walls, with openings into them from each side of the fire-walls. Each has enclosed therein two separate stairways, making in all eight stairways in the fire towers for escape in case of

London Shop for Men, Philadelphia Wanamaker Store.

Vacuum Pumps and Tanks. Tunnel under Thirteenth Street, showing how power and light are conducted from the Power House to the Philadelphia Wanamaker Store. Showing elevator valve gear beneath all elevators.

Switchboard, Boiler Room, 1500 H. P. Engine, Philadelphia Wanamaker Store.



Engine Room. Bench Board. Ice Machine. Power House Philadelphia Wanamaker Store.

fire. In addition there are four wide stairways leading from the sub-basement and basement directly to the street without the necessity of coming into the store at all.

The basement is heated and ventilated by a fan system. The air is admitted and passes through an air wash which removes all suspended matter and dust, and then passes through the heating coils where it is warmed, after which it passes through the fans and into the building. The foul air at the same time is drawn out of the basement by means of exhaust fans. This keeps the air in constant circulation; in fact, the air is completely changed several times an hour, affording pure and wholesome air all the time. In the summer the same process is gone through, except, of course, the heating of the air. The upper floors of the building are heated by direct radiation.

Power and light are furnished by means of the Wanamaker Power Plant erected in Ludlow street, near Thirteenth street. This Power Plant is gigantic, and in itself equal to a central station such as you find in large cities. In fact, there are many cities of large proportions which cannot boast of a plant so large. Installed in this plant are eight 600 horse-power high-pressure water tube boilers, three 500 horse-power vertical compound steam engines, two 1500 horse-power vertical compound steam engines, and four high duty pumps equal to a capacity of 9000 gallons per minute. These pumps are for the elevator service. In addition thereto are pumps for the house service. There is also installed in the power house a refrigerating plant, consisting of two 75-ton ice machines, and other paraphernalia necessary to a high

class refrigerating plant. This plant furnishes frigid air for the kitchen and fur storage vaults.

The capacity of the electric plant is 3050 kilowatts, or 27,700 amperes of current. This is equivalent to 5500 arc lamps, or over 55,000 incandescent lamps of 18 candle power. The plant, however, is easily capable of developing 25 per cent. more than the figures here quoted.

The sanitary system consists in maintaining an adequate number of hygienically clean toilet rooms, a supply of filtered water (cooled for drinking purposes), a splendid ventilating system, modern methods of cleaning and dusting the store, and instruction of the employes in the observance of hygienic rules.

The ventilating system of the Subway floor, the Subway Gallery, and the Sub-Basement, consists of air being removed by suction, while fresh air, which is washed pure, is pumped in, the air being completely changed every six minutes.

The construction of the building, with the light shaft in the center, together with high ceilings and high and wide windows, permits a free and natural ventilation above these floors.

The heating plant being entirely separate from the building is a factor in keeping the air clean and fresh.

The Wanamaker Fur Vault is the only genuine cold storage vault within ninety miles of Philadelphia, and is duplicated in the New York Wanamaker Store. It is a little section of the Arctic Zone, created on the top floors of the Wanamaker Building. It reaches up through the 11th and 12th floors and contains 161,000 cubic feet of storage room. The 24-inch walls are composed of cork and fireproof materials, which shut out completely any warmth from the outside air.

A powerful ice-machine in the new power-house plant on Ludlow street produces in cold the equivalent of one hundred and fifty tons of ice daily to preserve the frigid temperature of the vault.

The refrigerating machinery is of the absorption type and is run on exhaust steam when the cooling water is at 60 degrees or lower. Each one of the machines has a capacity of 75 tons of refrigeration. One machine will cool the mammoth fur vault of 161,000 cubic feet, 50 ice boxes and refrigerators in the kitchens and keep them all properly chilled.

All the drinking water is filtered and chilled in this plant and circulated through the store to the extent of about 1000 gallons per hour. This compels continuous pumping of ice water from the refrigerating plant to the top of the store. The drinking fountains are all on the line to the tank, thus insuring cold water at every fountain.

The crowning glory of the building is to be found in the Grand Court, in its very center. The architecture here is Ionic and Corinthian. The splendid lines vie with each other in their contribution to a superb picture. The dome rises to the height of one hundred and fifty feet from a stolybate of Italian and Greek marble arches that are the full height of the main floor of the store. From this stolybate classic Corinthian and Ionic columns rise toward the dome-capped cornices of Grecian design, the whole surmounted by a series of groined arches surrounding the skylight. The floor of the Court is paved with grey Tennessee marble. The openings of the several bays of the seven floors facing the Court are protected by very substantial balustrades of ornamental

iron, and where the construction of any of these floors forms part of the architectural design of the Court itself the balustrades and facia are subordinate to the general design, both in architectural design and color treatment.

The entire Court gives forth an atmosphere of spaciousness and uplift, the white and green marbles, the sweep of arch, the aspiring columns, the far-off dome. And yet the Court itself is endowed with a further architectural enrichment The south end of the Court contains a gallery, the balustrade of which is a continuation of the upper treatment of the marble stolybate. The soffit of this gallery has a beautifully paneled ceiling, and the whole structure is supported on two enormous and elaborately carved consols of Italian white marble. Above this gallery is the organ loft and the mammoth organ now being placed in position. An organ that required thirteen freight cars to transport from St. Louis, where it was played in the Exposition as the largest organ in the world. The organ screen has been specially designed to conform with and enhance the general architectural design. In addition, there is a balcony for the use of the Orchestra, which will accommodate one hundred musicians. As this Grand Court is about 112 feet long and 66 feet wide, it is estimated that over 25,000 people can comfortably listen to the music from the seven abutting floors.

The entire architectural design is ever and again luminous with surprises. Even without the spirit of investigation one happens on things that make one pause.

People entering the store for the first time halt and wait and wonder. Rising to an upper floor on the Chestnut street front, one leaves the shimmer of silks and

passes through the first fire door, and amid the open spaces lofty with fluted columns the eye is caught with the stupendous consol of the mighty organ and the sweeping arches of the Grand Court.

Once through the second fire door, visitors enter the Market street section of the store. Here they are mastered by the solemn grandeur of Egyptian Hall. Stately columns that might have been dug from the ruins of the Temple at Karnak support a gallery on three sides. At the far end may be seen the golden glitter of a myriad of organ pipes, which represent the speaking tubes of a magnificent organ. These are fronted by winged figures and grim faces of the undying Spinx. Carved everywhither one may find the emblems of Old Egypt, the land which gave birth to music, the land of the Pyramids and the Nile. This splendid Temple is devoted to the cause of Music and Education.

Just in the rear one may find Greek Hall, a classic gem and true to its name. The wainscoting is of mahogany, and the pilasters are inlaid with the gorgeous plumage of the peacock. Sumptuous is the word to be used. Here also is another organ.

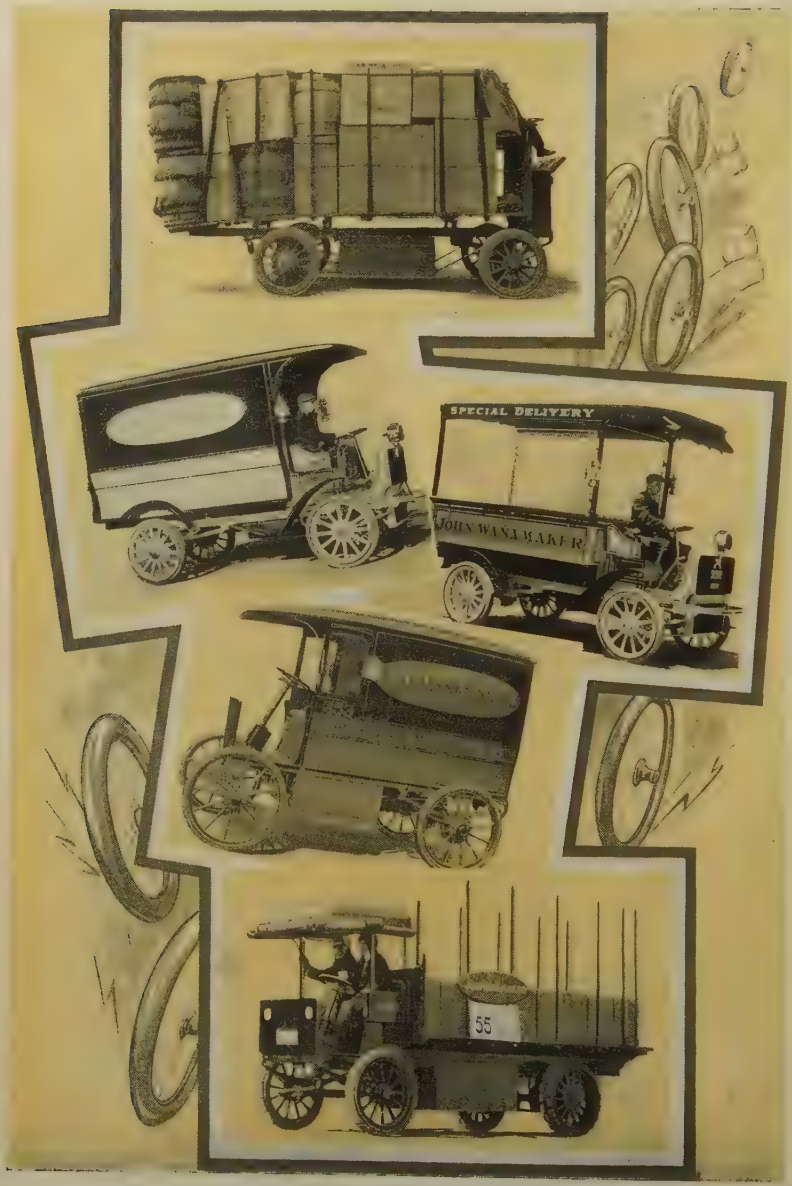
The difficulties of construction entailed in the erection of this mammoth building were many. It was decided before the plans for the new building were fully matured that excavations be begun under that portion of the old building which was least suitable for Merchandizing. This section covered about 27 per cent. of the total lot area. This work was done very carefully; heavy yellow pine posts and girders being used and the excavations being made to the full depth of the proposed new structure, building at the same time the concrete retaining

walls. Then the foundations for the new columns were put in place so that the sub-structure for the new building was completely ready for the erection of the steel before the old super-structure was torn down. This work was completed in about nine months and was carried forward without a single mishap.

This first section of the old building was then demolished and the erection of the steel columns for the first new section was actually begun, and this section was entirely completed and ready for occupancy before any remaining portions of the old building were demolished. The story of the erection of this first new section was practically the same as that for the two other sections which followed, with the exception that the excavation under the last of the two old sections was not done until after these sections had been demolished.

Anticipating the difficulty of tying the first and second sections together, so that there would be no break where the courses of granite are toothed into each other—as is usually the result—bench marks were placed on surrounding property and an accurate record kept of the settlement of the first section from the time of its commencement, when there was practically no load, to the time of its completion. It was found that under the full load the Market street front showed a settlement of one-half inch. The stratification being the same, it was presumed there would probably be an equal compression of the soil and the attendant settlement of the second section, and it was decided to increase the foundations under the first column of this section adjoining the last column of the first section, so that there would be one ton less per square foot of load upon the soil under it. The foundations were then

Speedy and Safe Delivery is a Great Feature of Wanamaker Service.



Various Types of Trucks and Auto-Delivery Wagons used by the Wanamaker Stores.

given one-quarter inch in elevation, while the rest of the columns on the Market street front were given one-half inch elevation. This calculation proved to be exact, as after three years, no sign whatever of any separation at the joints of these two sections can be seen. Records were kept on the second section the same as on the first, but as it was found that practically no settlement occurred, the rest of the foundations were continued to the same size and the building erected without showing any evidence of separation at the joining of the third and final section to the first two.

Today the building stands a COMMERCIAL AND ARCHITECTURAL TRIUMPH.

Naturally, and necessarily, the delivery service of the store has kept abreast of its ever growing business. It has expanded not only with the growth of the city in all suburban directions, but it has stretched across the map of New Jersey, only halting by order of the sea. And in its development it has pressed into service every form of vehicle which science has made practical.

The Wanamaker Stable in Philadelphia is located at the southwest corner of Twentieth and Wharton streets. It is a capacious brick structure, extending the entire block southwardly to Reed street and westwardly to Jarden street. Here accommodations are provided for the imposing array of wagons and trucks required for the daily deliveries of the Philadelphia Store.

For the Philadelphia delivery service alone over 300 horses are required. Over 300 more are used in the New York delivery. As may be imagined, quite a small army of men is needed for the care of these as stablemen, drivers, etc.

In addition to the horse-drawn vehicles, the Wanamaker Stores, which were pioneers in the use of the commercial automobile, now have 67 of these in their daily delivery service in New York and Philadelphia, with more on the way—all of them built for steady service in all sorts of weather, and over all sorts of suburban roads.

For the accommodation of these and the others which are now in course of construction, the store now has a garage at Twenty-third and Walnut streets in Philadelphia, a large three-story building, readily capable of holding no less than one hundred cars. The New York Wanamaker garage is at 541 West Twenty-fifth street, and has a capacity of one hundred cars also.

Ample as this aggregate equipment will seem, there are, of course, occasions, especially in the holiday times, when the demands upon it are most exacting, as may readily be judged from the fact that the Wanamaker Stores have handled in one day over 84,000 deliveries. Another significant fact is to be found in the statement that the average number of miles covered by each Wanamaker wagon in one day, on suburban routes, is thirty.

Still another fact indicative of the wide reach of the service is that the Wanamaker wagons maintain a seashore service all the year round.

In addition to these facilities for prompt delivery within its immediate area, the stores also have an express office and a United States post-office, and last year they announced free delivery in all parts of the world of all prepaid and charge purchases of $5 and over which can be mailed within international postal limits.

Views of the New Wanamaker Store in New York

The John Wanamaker Store at Tenth and Broadway, New York, showing the Old A. T. Stewart Store and the New Wanamaker Building. Historic Grace Church in the foreground.

The New Wanamaker Store in New York, showing the Exterior of the "Bridge of Progress" uniting the New Wanamaker and Stewart Buildings.

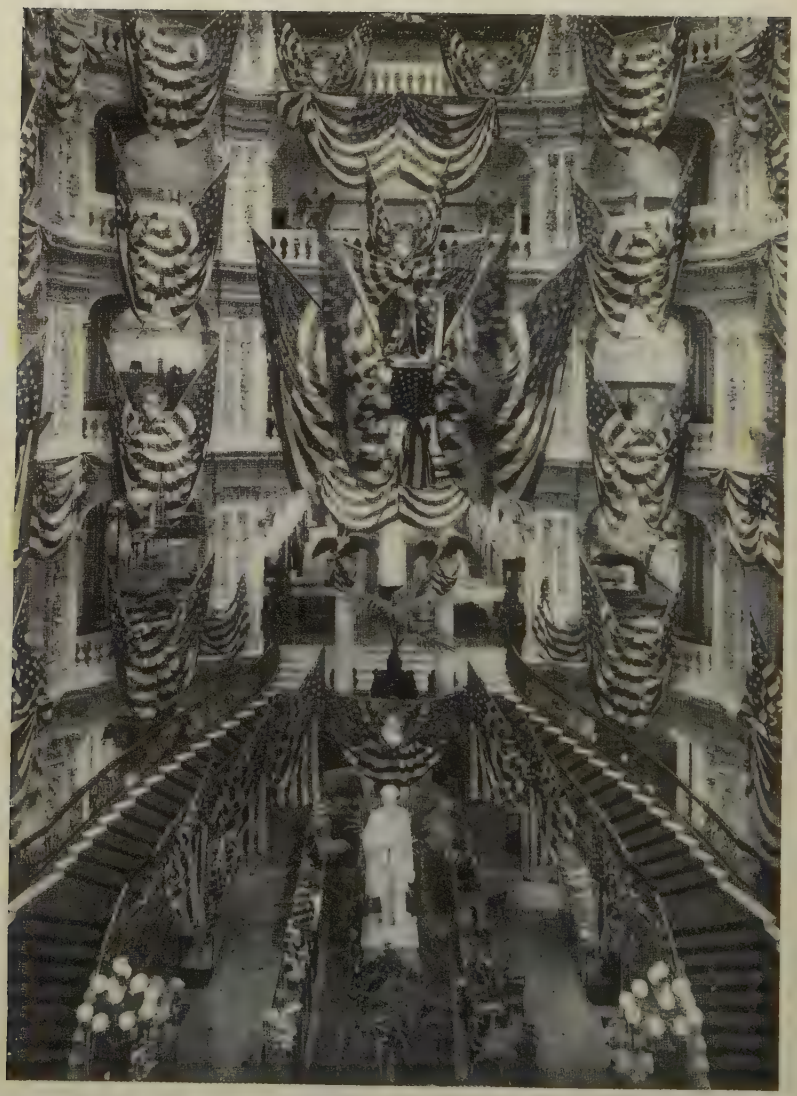
Rotunda of the New Wanamaker Building, New York.

Stairway leading to Restroom in New Wanamaker Building, New York. Men's Clothing Section of the New York Wanamaker Store.

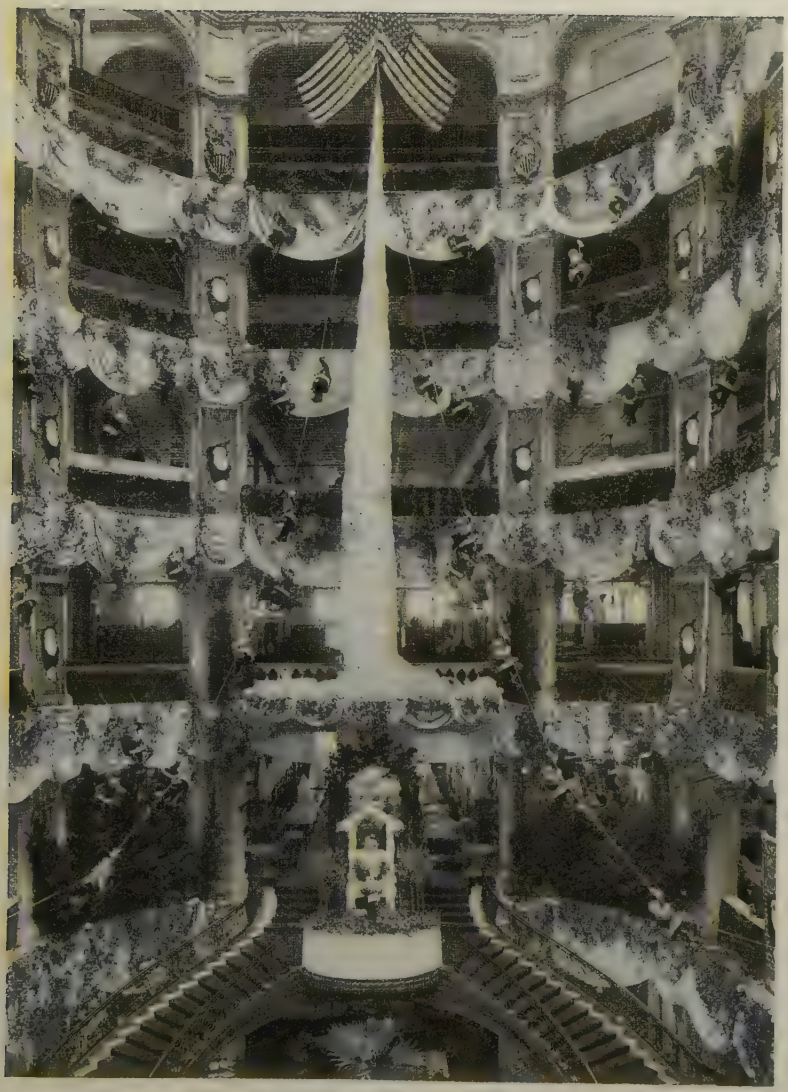
Vista through Rotunda, New Wanamaker Building, New York. Vista of same from first floor. Stars and Stripes, floating from roof of New Wanamaker Building.

Restaurant and Kitchen in the New Wanamaker Building, New York.

Cold Air Fur Storage Vault in the New York and Philadelphia Wanamaker Stores.

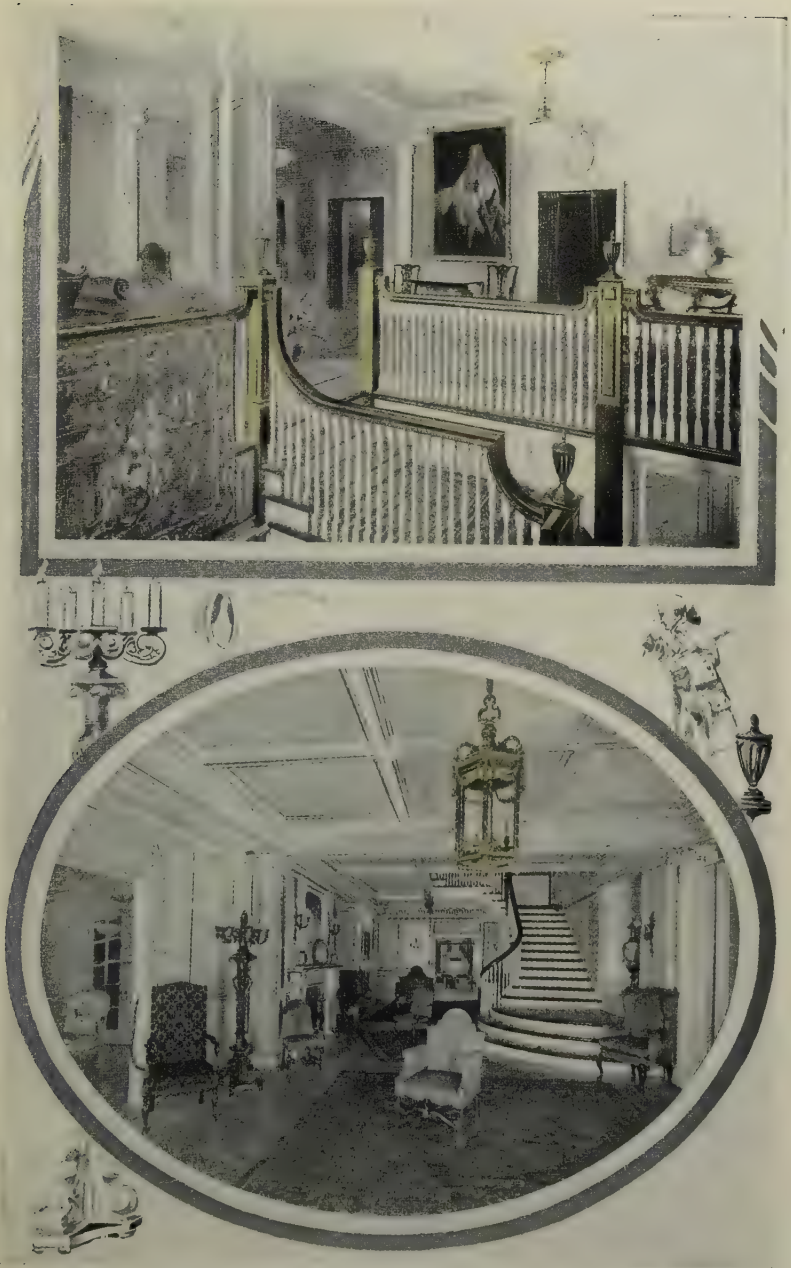


Rotunda of the Stewart Building of the Wanamaker Store, Decorated for Lincoln's Birthday.

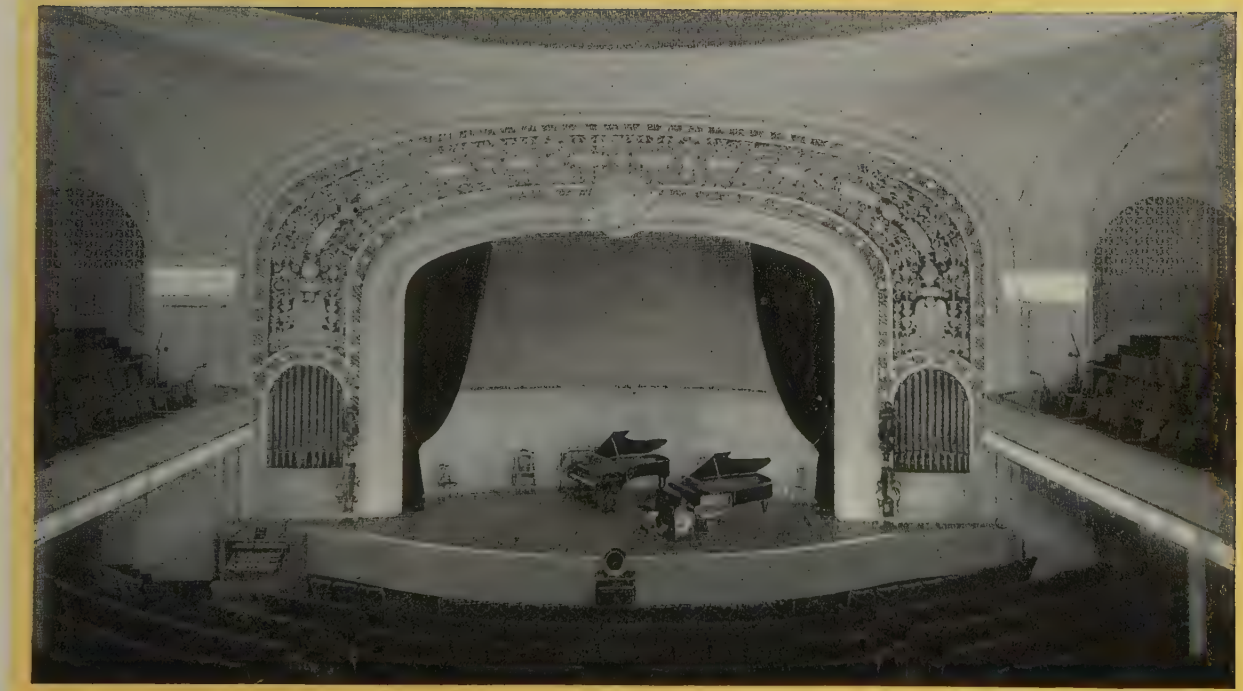


Rotunda of the Stewart Building of the Wanamaker Store, Decorated for Christmas.

Louis XV. Drawing Room. House Palatial, New Wanamaker Building, New York.



Colonial Stairway, first and second floor, House Palatial, New Wanamaker Building, New York.



Auditorium in the New Wanamaker Building, New York.

Piano Salons and Victor Hall in the New York Wanamaker Store.
Astor Place Corner.

Piano Salons in the New Wanamaker Building, New York.

The "Bridge of Progress" connecting the Stewart Building with the New Wanamaker Building, New York. Grand Stairway in the Rotunda of the Stewart Building.

Exercises in connection with the Dedication of the New Wanamaker Building, New York, October, 1907, showing Rotunda of Stewart Building and Exterior of New Building.

BOOK SEVEN.

THE JOHN WANAMAKER STORE IN NEW YORK.

"I HAVE seen the stores of New York—and Wanamaker's," once said a visitor from the West.

Thus tersely she epitomized the feeling that the Wanamaker Store in New York City is a store of individual characteristics, fittings, merchandise, and ideals that make it absolutely original and without a counterpart.

Thirty years ago the great store of A. T. Stewart occupied the block from Ninth to Tenth Streets, Broadway to Fourth Avenue, and was known as the dry goods capitol of the nation.

Today Wanamaker's occupies this famous A. T. Stewart Store, and in addition a new building, twice as large—the two linked by tunnels and the Bridge of Progress, presenting the largest and best facilities for doing business in New York City.

The coming of the Wanamaker business to New York virtually fulfills a prophecy made by A. T. Stewart himself, when some forty years ago he said:

"There is a young merchant over in Philadelphia who is going to come to the front some of these days."

So remarkable has been the success of this New York

Wanamaker business under the present ownership that former President Theodore Roosevelt made it the text for a recent editorial in the *Outlook*, in which he said:

"Here in the city where the *Outlook* is edited, on Broadway between Ninth and Tenth Streets, is a huge dry goods store. The business was originally started, and the block of which I am speaking was built for the purpose, by an able New York merchant. It prospered. He and those who invested under him made a good deal of money. Their employes did well. Then he died, and certain other people took possession of it and tried to run the business. The manual labor was the same, the physical conditions were the same; but the guiding intelligence at the top had changed. The business was run at a loss. It would surely have had to shut down, and all the employes, clerks, laborers, everybody would have been turned adrift, to infinite suffering, if it had not again changed hands and another business man of capacity taken charge.

"The business was the same as before, the physical conditions were the same, the good-will, the manual labor the same, *but the guiding intelligence had changed, and now everything once more has prospered, and prospered as had never been the case before.*"

When the Wanamaker business began in Philadelphia fifty years ago Alexander T. Stewart had already made his name well-known in American merchandise, and had paved the way for the tremendous volume of business he built up in later years.

Stewart was a Belfast Irishman—transplanted to America. "Look out for the transplanted Irish—they will rule the world." At the age of twenty, after taking a degree at Trinity College, he landed in New York at

Alexander Turney Stewart

the Battery in 1823. His first employment in America was teaching school in Roosevelt Street near Pearl.

The turning-point of his life was the loaning of a small sum of money to a young man friend to open a small dry goods store. It was a part of the patrimony his father had left him, which he brought with him from Ireland. His friend was unable to make a success of the business, and Mr. Stewart concluded he would undertake it himself. He took the balance of his little fortune; went to Ireland; bought a stock of Belfast laces, amounting to about $3000, and the New York *Daily Advertiser* of September 2, 1825, announced in an advertisement—

"A. T. Stewart offers for sale a general assortment of Fresh Dry Goods at 283 Broadway."

This store, which was opposite his later wholesale warehouse, was a 25-foot front building, of which he occupied but half, and his lodging room was in the rear of his little half-front shop. In 1826 he moved to 262 Broadway, a larger store, and not long afterward to 257 Broadway.

In 1848 Mr. Stewart built the marble store at Broadway and Chambers street. In 1862 he bought part of the old Randall Farm, bounded by Ninth and Tenth Streets, and Broadway and Fourth Avenue, and erected a six-story iron building with two basements for a retail store. The cost of lot and structure, as stated at the time by the New York *Tribune,* was $2,750,000. The same article stated that "the two stores at lower and upper Broadway, which Mr. Stewart built, are the proudest monuments of commercial enterprise in the country. The trade transacted in them is almost fabulous."

After the death of Mr. Stewart, the wholesale business was discontinued at Broadway and Chambers street, and the retail business was confined to Tenth and Broadway, and continued, in one form or another, until 1896, when the building and the stocks of merchandise became the property of the present owner, and the sign went up on the building:

JOHN WANAMAKER
FORMERLY
A. T. STEWART & CO.

The business immediately swung back to its old Polar Star and began its new career. Mr. Stewart once said: "My business has been a matter of principle from the start. That is all there is about it."

To restore the abandoned work of New York's greatest merchant and light up the empty house that cost nearly three million dollars, and bring to life again what was said to be a dying neighborhood, is now a part of the history of the greatest Commercial City of the world.

When Stewart built that business palace at Broadway and Ninth street folks said:

"Oh, it is too far up-town, people will never go there to trade!"

When John Wanamaker bought the A. T. Stewart Store in 1896, the children of the folks who made the remark just quoted said:

"Oh, it is too far down-town, people will never go there to trade!"

Both were wrong.

Both men made the same Scotch-like reply: "Wherever McGregor sits, is the head of the table"—and proved it!

The decade from 1896 to 1906 brought to New York its greatest real estate boom, and several of the large retail stores moved into splendid buildings in new neighborhoods.

The ten years' growth of the business at Tenth and Broadway overloaded the old Stewart building and compelled impossible enlargements or removal to another neighborhood. The Wanamaker business resolved to stop at the old neighborhood, the owners having satisfied themselves of the possibilities of the old location. Cheaper leaseholds were an advantage, so a whole block next adjoining was secured for nearly one hundred years, upon which has been erected a mammoth fireproof building, built expressly to convenience and safeguard throngs of people.

This new building was specially constructed for a particular purpose, to install a new kind of furnishing and decorating business. Excepting only the main floor, it is devoted exclusively to furniture, draperies, carpets, china and glass, and pianos and organs, housefurnishings and the spacious, light and large work-rooms required to economically make draperies, mattresses and housefurnishings.

New York City has no other 16-story mercantile building, of such extent, fireproofed from top to bottom—floors, roofs, walls and fixtures, from sub-cellar up—devoted to the furnishing and decorating of the home. And, so far as is known, there is no such establishment, of equal extent, in the world.

The spirit of public improvement during the last

decade that gave birth to the greater Columbia College, the splendid Library of the City of New York, the great Subways and mighty office edifices, has also given birth to a new mercantile enterprise of commanding influence to New York City.

The old A. T. Stewart business now seems small and antiquated in comparison with the present organization and equipment of the Wanamaker business in New York, which now consists of

THREE COMPLETE EXCLUSIVE STORES.

FIRST—The Woman's Store, wholly for Dry Goods and Wearing Apparel.

SECOND—The Man's Store, on the entrance floor of the new building, exclusively for Men's and Boys' Wear.

THIRD—The entire new building, from the first gallery to the roof, devoted exclusively to Furnishing and Decoration.

The two buildings—the Stewart store and the new Wanamaker structure—are now connected by three large underground passageways and a fine, artistic large overhead, double-deck covered bridge, known as the Bridge of Progress. Passage from one to the other is now so easy that the two buildings actually seem one.

The great new building is a series of galleries which fulfilled the long-cherished purpose of the owner and builder and constitute the Wanamaker Galleries of Furnishing and Decoration, giving to New York a new kind of a furnishing establishment altogether different from the old department store sort.

"THE HOUSE PALATIAL"

is built and furnished in the center of this little world of Furnishing and Decoration. Outside of the House Palatial, its hall, staircases, twenty-two rooms and Summer Garden—finer than many $250,000 Fifth Avenue mansions—there are also now ready forty-four furnished rooms, representing various periods, to enable architects and home-makers to study and select proper furniture and house adornments, and to enable them to individualize their homes from the mere commercial furnishing way; also a series of still more simply decorated rooms—artistic, but economical.

No event in the mercantile world in recent years has attracted more widespread attention than the opening of this House Palatial and the wonderful galleries of furnishing and decoration.

More than 70,000 visitors attended on the first day. On the second day the attendance was almost as large and on the third day even larger.

In the unfolding of these plans it was determined to eliminate some of the methods usual to the furnishing craft, to show decorative schemes in a large and concrete way with specimens of the pieces to be used in the room, and not depend on little sketches, which are often misleading and do not enable one to test the comfort of a piece or see its construction and finish; and to employ only successful, experienced specialists and expert "assemblers" and colorists, in all the various styles and periods; but to make no charge for this taste and skill.

As though all this were not enough, there was built, of solid masonry, as part of the plan of the galleries, this House Palatial of twenty-two rooms, hall and staircase,

representing the home of a family of taste and wealth; the best of its type that can be seen in Fifth Avenue, or Hyde Park, London.

It has cost, with its furnishings and art works, over a quarter of a million dollars.

As an educational feature that will enable house-owners and architects to judge decorative schemes and furnishings, it is perhaps without parallel in the world.

The Auditorium (Wanamaker Hall), also built into the new Wanamaker building, is three stories in height and will seat fifteen hundred people on the main floor and gallery. The Hall is free of all supports except under the balcony, and the decoration is in Italian Renaissance.

The Austin Pipe-Organ in the Auditorium is a large self-playing organ, having four banks of keys, sixty-two speaking stops, as well as swells, couplers, etc. Among the stops are a chime of bells, a snare-drum, cymbals, triangle, etc. An echo-organ is in the rear of the Hall, operated from the same keyboard.

When A. T. Stewart began the white store building at Tenth and Broadway he built the finest business house that architects knew how to make. It has no superior to this day. Then he filled it with the best goods he could find, selling them on the fairest principles.

Though captains changed when John Wanamaker took the helm, the old Stewart Ship still kept the same route, sailing a straight onward course by the fixed stars of business methods from which there are no deviations.

In the natural course of events, business steadily grew upward and required the erection of the new Wanamaker building on the adjoining block, assembling in it all goods classed as Men's Wear, which are on its main floor, and

the installation of the furnishings, decorations of a house, and the work-rooms in connection therewith upon the upper floors. These changes left the women's goods in the much improved Stewart building, where henceforth only such articles as properly belong to the use and adornment of women and girls will be found. It is therefore exclusively a Woman's Store.

Laid out to be the very opposite of the so-called "Department Store"—a much misused and misfitting term when applied alike to all stores that sell more than one class of goods—the Wanamaker Store for Women has the old-time air of refinement, elegance and comfort which made the A. T. Stewart Store a "Business Palace."

Here each section is a specialized store, many of them the largest and finest in their respective fields.

Here shopping may be done unhurried, uncrowded, undisturbed, in roomy salons. It may seem that some of the sections could be crowded into smaller places. But comfort and convenience—not condensation—are the first considerations, and spaces are never permitted to be miserly screwed up to the discomfort and inconvenience of customers, nor is merchandise ever shown in any deceptive ways.

The foundation of the Stewart business, Dress Goods and Silks, remains to this day the backbone of the Wanamaker business.

A woman is certain to find in these salons at all times a complete assortment of new goods, and many weaves are sold exclusively by the House of Wanamaker.

The Linen Salons are a delight to women, who love a pretty dinner table, with fine napery. From Ireland, from Scotland, from Belgium, Germany and France,

from all the flax countries, this store calls out supplies of practical linens for solid wear, or finest things for daintiness and beauty. They are all shown to advantage in light and airy spaces.

Through the salons of Women's Dress runs a thread of electricity from Paris, the Land of Fashions, that makes a woman tingle in response—costumes of great variety, Wanamaker exclusive importations and adaptations that may be tried on leisurely in the quiet fitting-rooms.

The selection of hats—always a matter of importance to well-dressed and particular women—may be made at leisure, and privately if desired, in the beautifully appointed Millinery Salon, where the latest Paris ideas and Wanamaker models are always shown. It is quite apparent that here is a distinctive character to millinery.

Specially designed Paris and American Corsets, which long experience has taught are best, will be fitted in the Corset Salons.

Among accessories of dress—gloves, shoes, ribbons, neck finery, furs, lingerie, blouses—none of these is lacking in a Woman's Store that knows what women want.

Each section of this building is occupied with a well-selected assortment of each particular class of goods presented, and in sufficient quantity to more than match any other exclusive store.

The Tea Room is to be considered more in the light of a courtesy of accommodation to customers, accustomed to the best cooking and dainty service at luncheon or dinner. With so much shopping to do, it would be a hardship to many to go without luncheon or go out of the building for it.

CONCLUSION.

AND now, step by step, the story of the Wanamaker Stores has been told in this Golden Book.

Their foundation stones of Principle, hewn by Penn from the quarries of Quaker honesty; their far-back beginnings in men and measures leading the world up from false standards and trickery to fair dealing; their birth in the determination of a boy unfairly dealt with, and their growth into vast agencies for economy, comfort and convenience—all this has been truthfully set down.

From a mustard seed of Mutuality to a wide-spreading tree of Mutual Benefits—such is the record of these fifty years.

What a half-century it has been!

Progress, pulling on ten-league boots, has shelved horse-cars as relics of a snail age, rushing forward on the tail of Franklin's kite, burrowing under the cities; sweeping through the air.

Steel rails and steel hulls have eliminated distance and made all men neighbors. With the perfected telegraph, the telephone and the wireless—all products of this wonder-period—continents now converse as easily as did men across the street when the Wanamaker business began in little Oak Hall in the spring of '61. Automobiles and aeroplanes are bringing Time to terms!

The sewing-machine, the rotary printing press, the linotype, the phonograph, electric lights, the typewriter—all these have been born of this Golden Era of Business.

Learning, five decades ago a luxury, has become a compulsory necessity.

Trade, centering all material wants and needs, has been transformed from bickering barter that took advantage of every turn to open dealing with advantages evenly balanced.

As if by magic, in a mere minute of the ages, humanity's working-plan has been redrawn.

The magic is man's daring, man's perseverance.

Those who have studied and analyzed this great change credit the Wanamaker System as one of the transforming forces. They own its pioneering and leadership in many and vital advances. They count its influence on Trade and Commerce as part of the history of modern progress; as epochal.

Always Wanamaker's has been more than a mart for buying and selling; more than a source of supply. Always it has reached out for something higher than money profits.

Its aim has been the practical application of Economics to Merchandising; the teaching of Conservation and Thrift; the broadening of Knowledge, Taste and Appreciation.

It has educated!

It has done more than this.

By helping men and women to change their ENVIRONMENT it has won place among the master-forces of evolution.

And the gold of its fifty years of service is but the sunrise gleam of its day of larger SERVICE.

"Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality."

INDEX.

A

Accuracy a cardinal principle, 142, 147, 166.
Adams, John, President, 25.
Adler, Jules, French painter, 250.
Address, Hon. G. B. Cortelyou, Secretary of U. S. Treasury, 105-106; Dean Joseph F. Johnson, School of Commerce, New York, 108; Rev. W. J. Finn, on Musical training of boys, 269-270; S. S. McClure, Editor, 106-108; John Wanamaker, on Silver Anniversary, 90; John Wanamaker, on Opening of First Section of New Store, 93; John Wanamaker, at Laying the Corner-stone, 115-124; John Wanamaker, on Setting the Capstone, 126-131; John Wanamaker, at Choral Festival, 1910, in Egyptian Hall, 264-267; Talcott Williams, Editor, 108-110.
Advertisement, first American real estate, 9; records visitors' comments on Grand Depot, 45-47; inauguration of Grand Depot, 55-56; competitors', 58-59; mock in *Sunday Gazette*, 59-60; copyrighted, 150-156; A. T. Stewart's first, 291. (*See Wanamaker advertisements.*)
Advertiser, John Wanamaker hailed as the best, 107.
Advertising, William Penn's method, 9; Shakespeare's view, 9; Wanamaker's method, 9, 27, 137; not allowed on Sunday, 59; Wanamaker's new style, 68; old style repetitious, 216, 217; "announcement" style, 216; "information" style, 218; becomes news, 219; made to help the customer, 220; a dynamo of public service, 222; must be made scientific, 225; how to get profit from, 265; art, 254.
Aeronautic meet at Rheims, 1909, 243.
Amber from the Baltic, 204.
America still pioneering, 194.
American Composers' Concerts, 261; Composers' day first observed, 1907, 113.
American flag, first made, 42.
American home life before 1860, 29-30.
American Press banquet, 1906, 104.
American products preferred and displayed, 189-194.
American system of commercial life, 101; of store-keeping, 163.
American University of Trade and Applied Commerce, 128, 228, 229, 230; its certificates of graduation, 232; its students, 235; its broad foundation, 236.
American Week instituted, 1904, 189; the idea approved by Senators and Governors, 190.
"Anathema," French painting, 250.
Ankeny, Levi, Senator, congratulates Wanamaker, 192.
Annie McDowell circulating library, 103, 181.

Announcement style of advertising, 216, 217.
Antiques imported for sale, 201.
"Apartments, Moderate-price" in Wanamaker Galleries, New York, 208.
"Appel des Dernières Victimes de la Terreur," painting, 252.
Arcade entrance to Grand Depot, 1877, 51, 67, 94.
Architecture of new Wanamaker Store, Philadelphia, 118, 278-287; principles of construction, 246; entrances, plaster work, exterior and firewalls, 278; basements, 278-279; galleries, framework and floors, 279; elevators, 279-280; dumb waiters and chutes, 280; tower fire-escapes, 280-281; heating and ventilating system, 281-282; power-plant, 281; sanitary system, 282; fur vault, 282; Grand Court, 283-284; section building and tying, 285-286.
Armbruster Brothers of Frankfurt, 253.
Armies clothed in wartime, 177.
Arnold, Benedict, 24.
Art and business allied, 73, 245.
Art explained and illustrated, 245-246; its own reward, 256.
Art Gallery formed in store, 240; judges, 256.
Artist, John Wanamaker pronounced great, 107.
Atalanta and Hippomenes, bronze statues, 252, 253.
Automobiles, the Adam of, 15; commercial, 288; sixty-seven delivery in daily service, 288.

B

Bacheller, Irving, 33.
Backlog of business, 27.
Bailly, Mayor of Paris, 240.
Baily, Joshua L., merchant, 40.
Balance of fairness to be preserved, 120.
Baldwin locomotive's proper work, 267.
Bank of North America, 23; of Pennsylvania, 1780, 23; of the United States, 127.
Banyan tree business, 96.
Bard, Thomas R., Senator, 191.
Barkers in front of old-time stores, 140, 158.
"Barracks, The," boys' summer camp, 233.
Bartram's mansion, 169.
Basis of new order of business, 137-138.
Bavarian baskets, 211.
Beauregard, P. G. T., General, 26.
Behrent, John, made first American piano, 1775, 87.
Bell, C. J., Governor, 194.
Bellamy, Edward, author, 49.
Beneficial Association in Wanamaker's, 233.
Berlin a value center for art goods, 209.
Beroud, Louis, French painter, 250.
Bertrand's, Paulin, landscape, "Solitude," 251.
Beverages, old time, 31.
Biblical pictures by H. O. Tanner, 254.
Biddle's directory of Philadelphia, 1791, 22.
Birthplace of the Nation, 22.
Black dress goods need light, 74.
Black Prince's motto, 19.
Bleriot monoplane exhibited, 1909, 243.
Blue Anchor Tavern, 11.
Bohemian garnets, 204.
Book business, growth of, 1877-84, 78.
Book News Monthly, started 1882, 75.
Book trade methods revolutionized, 176.
Books, illustrated, 205.
Bookbinder artists, 205.
Bookshops of London and Edinburgh ransacked, 205.
Boycott threatened, 1881, 61.
Boys' voices in singing, 269-270.
Bridge, Niagara, how built, 94.
Bridge of Progress, New York, 294.
British products displayed in London, 189.
Broekhoven, J. Van, composer, 263.

Bronze, masterpieces in, 252, 253; medals for musicians, 264.
Brown, John A., banker, 76.
Brown, Nathan, merchant, 26, 141.
Brozik, Vacslav, historical painter —collection of his works, 251.
Building association, employes', 103, 181.
Buisset's "La Dernière Gargousse," 239.
Bull Run, battle, 1861, 32.
Burd, Edward, Prothonotary, 25.
Bureau of adjustments, 171; of information in Wanamaker Stores, 78; of information in Paris, 196.
Burlington, New Jersey, 6.
"Burlington Arcade" in Wanamaker Man's Store, New York, 210.
Business customs before 1861, 27, 139; days made shorter, 143; people and professional men, 98; science of today, 100; new relations of, 101; cardinal points of, 122; standards must be high, 123; how it has been helped by Wanamaker Stores, 175; laws now prevalent, 178; its moral tone elevated, 179; trade and commerce defined, 235; automata of, 265; palace, 299.
Butler, A. A., Paris buyer for Wanamaker's, 195.
"Buyer" explained, 220.
Buying used to be battling, 126-127.

C

Camp fires of the Grand Army of the Republic, 241.
Camp life of employes in summer vacation, 234.
Cannon, president of National Association of Credit Men, 179.
Cape May, 5.
Capstone of New Wanamaker Store, Philadelphia, 126; address, June, 1910, 126-131; inscription, 126.
Cardinal principles of Wanamaker System, 122-142.
Carpenters' Hall, Philadelphia, 17.
Cash-carriers, pneumatic tubes, 68.
Cash payment, a cardinal point, 152, 153; to work people, 143.
Cash returned, a cardinal point, 152, 153.
Cathedral's different effect on two bishops, 104.
Catholic Churches, men's and boys' choirs in, 269.
Centennial Exhibition, Philadelphia, 1876, 43, 44; compared with Wanamaker's, 43, 45; revived in Wanamaker's, 65, 7_.
Centennial of the U. S. Constitution, 1887, 80.
Centre Square, Philadelphia, 13, 16, 17, 19.
Certainty, the father of right, 145.
Chadwick, George W., musician, 263, 268.
"Chantecler, Le," French play, 199.
Character of employes to be developed, 122.
Charles II, King of England, grants charter to Penn, 7.
Cheapness secured by Wanamaker System, 155.
Chestnut Street arcade, 51, 67, 94; properties bought, 76.
Chew House, Germantown, 164.
Chicago fire sufferers relieved, 1871, 177.
Children's day at Wanamaker's, 67, 68, 69; happiness promoted, 177.
Children's Christmas Drawing Competition, 255.
Childs, George W., editor, 106; describes Wanamaker's, 50; tells of Grant's visit, 65-66.
China, service and fancy, imported, 210.
Chinese arts and crafts, 210.
Choral Festival, Competitive, 1909, 125, 262.
Choral singing of the Middle Ages, 269.
Chorus, Junior, 232.
Christina, Queen of Sweden, 6.

Christmas present for Admiral Dewey, 86; illumination of New Wanamaker Building, 93; toys prepared a year before, 212.
Cinematograph used by the Paris bureau, 199, 243.
Clark, Benjamin, bookseller, 9.
Clark, William A., Senator, 191.
Clark's inn, opposite Independence Hall, 115.
Classes of people, three, 98.
Claypoole, James, Penn's agent, 10.
Clearing the track, Tom Scott's method, 37.
Clifton Hall, country seat, 43.
Clock-tower in Wanamaker's, 87.
Coaquanock, navel of Philadelphia, 6.
Columbus, Christopher, woven portrait, 81; at the Council of Salamanca, 249.
Combinations of retail merchants not trusts, 161.
Commerce, its basic principle, 120; its victories, 106; schools of, 108; what it means, 174, 183; the end of friendship, 174; recognized as a science, 177.
Commercial life, tendency of, 99; standard sought and attained, 88.
Community of interest, 120.
Competition legitimate and beneficial, 160.
Concert Halls of Beauty, 259.
"Conquerors, The," famous painting, 82, 249.
Constance, Lake, legend of, 206.
Conwell, Rev. Russell H., D.D., 236.
Coöperation in trade christened, 65.
Coöperative administration of business, 165.
Cope, Caleb, merchant, 99.
Corliss, George H., mechanical engineer, 99.
Corner-stone address, John Wanamaker's, 115-124.
Corner-stone, coping stone, capstone, 124.
Cornwallis, Lord, Headquarters of, 84.
Cortelyou, George B., statesman, 105.
Crabs, iron-clad, 60.
Cradle of the Wanamaker business, 26, 34, 90; new, 117.
Crécy, battle, 1346, 19.
Cronin, David Edward, captain, 38.
Cuba aided by Wanamaker's, 86.
"Culture" pearls from Japan, 204.
Customer always right, 171.

D

Dagobert gown introduced, 1908, 198.
Daguerreotype, first American, 1839, 21.
Danton, G. J., French Revolutionist, 240.
Dark room for showing evening dresses, 51.
Dauphin, The, in the Temple, 240.
Dauphine's (Eugene) "Toulon Harbor," 251.
Declaration of Independence, 1776, 24; second, 1900, 63.
Decorated Halls in Wanamaker Store, Philadelphia, 248.
Deeds of Wanamaker's site, 77.
Delaware river, 5.
Delivery service, Wanamaker's, 80, 125, 287-288; world-wide free, 289.
Demay, Marcelle, French fashion artist, 198.
Department stores hostile to monopoly, 161.
Departments in Grand Depot:—6 in 1876, 45; 16 in 1877, 56; 40 in 1879, 68; 46 in 1881, 72; 55 in 1883, 78.
Departments in Wanamaker's, each a specialized store, 171; head of each responsible to John Wanamaker, 170.
Dewey, George, Admiral, 86.
Diamonds perfect, 186.
"Diana de Gabies," reproduction of ancient art, 253.
"*Dernière Heure à Paris, La*," fashion magazine, 198.
Directoire fashions, 1908, 273.

Dot system of prices, 140.
Doucet and Poiret invent the trouser-skirt, 198.
Dramatic club, 232.
Dress goods gathered from all European countries, 207.
Dry goods assistants, 104.
Dry Goods Economist, 1899, 88, 146.
Dryden, John F., Senator, 190.
Dull times murdered, 82.
DuMond, Frederick Melville, painter, 249.
Dundas, James, 76.
Duran's (Carolus) "Provence Moonrise," 251.
Dutch pioneers in America, 5.

E

Economic benefits of Wanamaker System, 175.
Economics, theoretical and practical, 133-181.
Edison, Thomas A., inventor, 99, 119.
Education and Industry join hands, 236-237.
Education in merchandise necessary, 238; provided for employes, 121, 229-237.
Educational benefits of Wanamaker Stores, 175-176, 302; toys, 212.
Educational institutions should be industrial, 227.
Edward VII.'s funeral pageant displayed in Philadelphia, 244.
Egyptian Hall in Wanamaker Store, Philadelphia, 247, 259-260, 261, 263; its purpose explained, 264-268; its grandeur, 285.
Egyptian tendency in fashions, 1907, 273.
Electric light introduced, 1878, 67, 176; Plant of Philadelphia Wanamaker Store, 281-282.
Electricity's triumph over gas, 93.
Elevators introduced in stores, 1882, 75; Philadelphia Store described, 280.
Eliot, Charles W., president of Harvard, 100, 101, 143.
Emerson, Ralph Waldo, philosopher, 100, 174.
Employes, new methods with, 88; fair wages for, 101; admitted to share of profits, 102; best building for, 117; fair treatment for, 121; educated by employer, 121, 138; retirement for aged, 122; welfare of all advanced, 166; relations of, 179.
Employment, new avenues for women, 164.
Environment, effect of, 123, 302.
Eugenie, Empress,—her fashions revived, 1906, 273.
Europe and the East searched for antiques and novelties, 201.
Evans, Oliver, inventor, 15.
Evening Bulletin, Philadelphia, 81.
Exchange of goods allowed, 178.
Exhibitions and lectures in Wanamaker Store, 239.
Exhibits, historic and educational, 80.
Evolution of mercantile business, 161, 163.

F

Facts and fancies interwoven in merchandise, 203.
Faienceries, celebrated European, contribute, 210.
Fairman's mansion, Shackamaxon, 26.
Fashion defined, 275; chapter on, 271-275.
Fashions systematically gathered and reported, 176.
"Fayre," first in Pennsylvania, 1686, 14.
Fergusson, J. D., Scotch painter, 254.
"Fête de Paris," 1908, 273.
Field, Marshall, merchant, 99.
Fifty years' business estimated, 1.
Fine arts promoted, 176.
Finn, Rev. William J., musical leader, 263; his address, 269.
First American piano, 87.
First day's business at Oak Hall, April 8, 1861, 2, 27.

Five human activities, 183.
Flax countries, 299-300.
"Fleurigny," opera glasses, 204.
Floor space steadily increased, 81.
Flying machines put on sale, 1909, 125.
Foote, Arthur, musical composer, 263.
Foreign merchandise, chapter on, 195-202.
Forney, John W., journalist, 55, 57, 71; describes the Grand Depot, 1881, 70-71.
Fort Nassau, built 1623, 5.
"Forward March," 20, 33, 68, 81, 86.
Four cardinal points, 122, 152.
Four good landings, 28.
France, La Belle, 206; supplies lustrous stuffs, 207; central sun of silk production, 206.
Francis, David R., 92.
Franklin, Benjamin, statesman, 20, 25, 68, 76, 124.
Franklin Institute, 231; its Fair, 1874, 40.
French artistic genius, 197; armor exhibited, 239; books promptly introduced, 200-201; perfumes, 204; salons in Wanamaker's, 208; shops reproduced, 210.
French Revolution exhibited, 240.
Friends our advertisers, 9.
Friends (Quakers), what the world owes to, 108-109; practice truth, 108.
Friends' Meeting House, 1684, 14.
Fritel, Pierre, French painter, 249.
Froufrou, dainty for women, 209.
Frye, William P., Senator, 190.
Fuller, Thomas, author, 100.
Fur vault in top story, 282-283.
Furnishing, store for, 296-297.

G

Galiano's (Alvaro) "Blessing the Sea," 251.
Galileo's immortal utterance, 62.
Gallinger, J. H., Senator, 190.
Gaul, A., artist, 253.
German display of interior architecture, 242-243; housewares, 212; toy-making districts visited, 212; woolen manufactures, 207.
Germantown, battle, 1777, 37.
Girard, Stephen, merchant, banker, philanthropist, 99, 127.
Girls' battalion, 232.
Gilchrist, W. W., musician, 263.
Gladstone, William E., statesman, 119.
Gold marked by the karat, 186.
Golden age of Commerce, 183; of Merchandise, 183; of merchandising, 184.
Golden Book, 1, 2, 300.
Golden Era of Business, 301.
Golden Jubilee, 184.
Golden rule in business, 108.
Graft in old-time dealing, 140.
Grand Army of the Republic annual celebrations, 241.
Grand Court of Honor in Wanamaker Store, Philadelphia, 248; fully described, 283-284.
Grand Depot, opened May 6, 1876, 43; comments of visitors, 46-47; principles of its business, 47; exhibits methods of manufacture, 48; described by George W. Childs, 1877, 51-53; bird's-eye view of interior, 52; its object and methods, 53-54; announcement of inauguration, 55-56; its 16 departments, A...Q, 1877, 56; view of exterior, 13th and Market Sts., 70; dimensions, 1881, 70, 76; described by John W. Forney, 1881, 70-73; art gallery inaugurated, 73; as seen from City Hall, 72-73; hole in the roof, 74; Chestnut Street buildings added, 75; former owners of site, 76-77; name changed to Wanamaker's, 1885, 79.
Granite walls of New Building, 91.
Grant, Ulysses S., General, 65, 68, 100.
Greek Hall in Wanamaker Store, Philadelphia, 247, 261, 285.

Greek robes revived in fashion, 273, 274.
Greeley, Horace, journalist, 119.
Green, Elizabeth Shippen, 255.
Guarantee, Wanamaker, 12, 149, 150, 152-154, 185.
Guignol, or puppet show, caricaturing French leaders, 240.
Guinier's (H.) "Breton Woman and Cow," 251.

H

Hall, Anne, teacher, 255.
Hamilton, Andrew, 125.
Harrison's (Alexander) "Rainbow," 251.
Hartranft, John F., General and Governor, 241.
Hats, French, 208.
Hawley, Charles B., American composer, 262.
Head, heart and hand, 20.
"Headquarters House," 232.
Heart and soul of the Wanamaker Stores, 134.
Henry of Navarre, 95.
Herrick, Myron T., Governor, 193.
Herried, Charles M., Governor, 192.
"Hiawatha" reproduced in motion pictures, 114, 242.
Hill, John F., Governor, 193.
History taught by object lessons, 176.
Hole in the roof, story of, 74-75.
Home interiors in 1860, 29.
Home-making arts, 210.
Honesty basis of advertising, 107; keynote of the Wanamaker system, 158.
Horse Market Inn, 1852, 57.
Hospital in Wanamaker Store, 233.
Hours shorter for work-people, 33.
"House Palatial" in Wanamaker Store, New York, 113, 297.
Hubbard, Elbert, eulogizes Wanamaker Store, New York, 243; declares Art is founded on commerce, 245.
Humanities to customer and employe, 120.
Humanity helped in times of disaster, 177.
Hungarian jewels, 204.
Hunn, John, Governor, 193.

I

"Ich Dien," I serve, 19.
Illustrated books, collections of, 205.
Illustrators of books, famous, 205.
Independence Hall, 22.
India shawl, story of an, 77-78; another story, 139-140.
Indian, North American, Primer on the, 242.
Indian statue for New York Harbor, 114.
Indians on the Delaware, 5; Penn's first message to, 11-12; in the Far West studied and photographed, 241.
Industrial institutions invite educational systems, 236.
Inscription from Penn's address to the Indians, 11; from the Rialto of Venice, 29; on capstone of new Philadelphia building, 126, 130.
Insurance association of employes, 102-103, 180.
Integrity in business, 102.
Intelligence, integrity, industry and an ideal, 142.
International acquaintance promoted, 177.
International American Congress, 1889, 255.
Invention stimulated by Wanamaker Stores, 176.
Ireland, picturesque, 205; supplies dimities and flax fabrics, 207.
Irishman converted to one price, 144-145; transplanted, 290.
Island Heights, New Jersey, 233.
Italian lapidaries, 204.

J

Japan sends fine embroidered crepes, 207.
Japanese cloisonné vase, 203; corals, 204; embroidered goods, 207; imperial commission visits Wanamaker's, 1909, 125; success in war explained, 92.

Jasper, John, negro preacher, 90.
Jefferson, Thomas, President, 20, 24, 95.
Joan of Arc, statue, 253.
John Wanamaker Cadet Battalion, 232; Chorus, 233; Commercial Institute, founded 1896, 86, 229.
Johnson, Joseph F., New York University, 108, 237.
Johnstown flood sufferers relieved, 1889, 80, 177.
Josephine, Empress, 273, 274.
Julian, Roman emperor, 208.

K

Kelly, Thomas, 76.
Kelly street bridged, 66-67; sold and closed, 1881, 77.
Knowles, Lucius, Jr., inventor, 119.
Koven, Reginald de, American composer, 262, 270.
Kuroki, General, explains Japanese success, 92.

L

"*La Dernière Heure à Paris*," fashion magazine, 198.
Labels, truthful, 186, 187.
Laces of all European countries sought out, 209, 211.
Lalanize's (Alphonse) "News from France," 251.
LaLanne, Frank D., merchant, 157.
Lamps, Seven, of the Wanamaker System, 168.
"Land of the Rising Sun," Korea, 204.
"Last Great Indian Council," reproduced, 242.
Laurens, Jean Pierre, French painter, 250.
Learning now a necessity, 302.
Lenape Wihittuck, 5.
Life-building should be planned, 97-98.
Light, letting in the, 74-75; electric, 67, 176.
Lincoln, Abraham, President, 37, 38, 119; Primer on, 242.
Linen of pure flax fibre, 206; salons, 299-300; stores, 205; woven in Pennsylvania, 205.
Linens, Irish, 205.
Literary assemblies, 232.
Lobsters, ten-button kid, 60.
Logan, Philadelphia, old residence at, 84.
Logan, James, Penn's secretary, 11.
Logan, General John A., 241.
London office for Wanamaker Stores, 202.
London shops reproduced in Wanamaker Stores, 210.
Longfellow, Henry W., 114, 242.
"Looking Backward," Bellamy's, 49-50.
Louis XVI. discovered when trying to escape, 240.
Louisiana Purchase Exposition, its German display of interior architecture, 242.
Lucile's emotional gowns, 273.
Lutetia, ancient name of Paris, 208.

M

McClure, S. S., editor, 106.
McNeille's "folly," 26.
Maeterlinck's "The Bluebird," 35.
Mail order bureau, 77, 93.
Manchester products, 207.
Manila Bay victory, 86.
Manufactured products today better than formerly, 183.
Manufacturers made more careful, 148.
March anniversary celebrations, 241.
Marconi, inventor, 99.
Marconigrams first received, October, 1907, 113.
Marie Antoinette at the guillotine, 240.
Market House, Second and Pine Streets, 49.
Marseillaise, sung in Centre Square, 1790, 21.
Mason, William, Director of drawing, 255.
Masters, William, 23.

Matisse, French painter, 119.
May, Captain, Dutch adventurer, 5.
Mayflower of the nineteenth century, 120.
Mennonite Church, Germantown, 1708, 14.
Men's tailoring exhibited in the "Burlington Arcade," 210.
Merchandise of quality, 185.
Merchandising a fine art, 143; a science, 179; its romance, 203-212.
Merchant's qualifications, 100.
Metropolitan Museum of Art, New York, 249.
Meyer, Henry W., concertmeister, 263.
Mickey, John H., Governor, 192.
Military Band of boys, 232, 260, 264; discipline, 234.
Miller, Rev. James Russell, D.D., 36, 42, 57.
Millinery, fashion in, 275; old time, 30; Salons at Wanamaker's, 198, 275, 298.
Mind controls electricity, 93; controls enterprise, 179.
Miniatures exhibited, 82.
Minstrel troupe, 232.
Mint, United States, 20, 54.
Misfits, mistakes, misrepresentations and misunderstandings, 150.
Missioner of business, 119.
Mitchell, John H., Senator, 191.
Modern methods of retailing, 87.
"Monarchs and Beauties of the World," exhibited, 82, 239.
Monitor and Merrimac fight, 33.
Mont Pelée, eruption of, 250.
Moody and Sankey revival meetings, 40-42, 231.
Morrell, bookbinder, 205.
Morris, Robert, financier, 22, 23.
Mother's home-work in former days, 30.
Motive higher than cash profit, 142.
Mouillard's (Lucien) "The Singer at the Pardon of St. Anne de Palu," 251.
Moyen-Age fashions introduced, 1908, 198, 273.
Muenier's (J. A.) "Corsican Shepherd," 251.
Muller, Charles Louis, French painter, 252.
Multiple merchant, 218.
Mural decorations, 254.
Musa, Saracen conqueror, 210.
Music, chapter on, 257-270; Egyptian Hall dedicated to, 267; of June, 266; the popular of 1860, 29, 30, 31; promoted by Wanamaker Stores, 176, 264-267.
Musical masters of the world at Wanamaker's, 259.
Musicians' Assembly, 268.
Mutuality and make good the motto for workers, 124; in merchandising, 65, 147, 160, 301.

N

Napoleon, Primer on, 242.
Napoleon among "The Conquerors," 249.
Napoleon's history exhibited in pictures and tableaux, 1894, 239.
Napoleonic fashions, 1908, 273.
National pure food law, 186.
Nattier portraits from Versailles, 252, 273.
Neptune, legend of, 206.
"Netwagon, The," painting, 250.
New Kind of Store, 42, 49, 94, 101; anticipates Bellamy's vision, 49-50; meets fierce opposition, 58, 162; opened, March 12, 1877, 64; silver anniversary, 1901, 88; its new home, 128; idea of, 165.
New Wales, 7.
New York, Wanamaker Store enters, 84.
New York's commercial activity, 105; its real estate boom, 295; its splendid new enterprises, 296.
New Yorkers come to shop in Philadelphia, 81.
Niagara Falls bridged, 94.
Nikko, sacred grove of, 203.

O

Oak Hall, first Wanamaker Store, 26; its business equipment—its wheels, its goal, its roads, its thoroughbred pullers, its sure drivers, 141-142.
Odell, Benjamin B., Jr., congratulates Wanamaker, 192.
Ogden, Robert C., merchant, 96, 101.
"Old Masters," well represented in Wanamaker Stores, 252.
Old order changeth, 95.
Old-time sights and customs reproduced, 80.
"One price," rule of business, 54, 87, 108, 144-146, 152, 153.
Op den Graaffe, Abraham, 18.
Opportunity sale, first, 66.
Orchestra, employes', 232.
Orient, the treasure-laden, 204.
Oriental gowns, 274.
Organ, best in Philadelphia, 265; fully described, 284; Austin pipe, New York, 298.
Orlady, George B., Judge, 178.
Ormulu clocks, 204.
"Oruckter Amphiboles," 15.
Oysters, trained, 60.

P

Pan-American Congress, 1889, 80-81.
Panic of 1873, 35.
Paquin's sheath skirt, 273.
Parallels, historic, 18.
Paris, the atelier of women's fashions, 197, 208; the authority on gowns and millinery, 208; learns American publicity, 202.
"Paris" in Wanamaker announcements, 196.
Paris bureau, Wanamaker, opened 1880, 68, 195; made permanent, 1890, 81; its special buildings, 196; headquarters for Wanamaker travelers, 196; watchtower for novelties, 197, 275; issues a fashion magazine, 198; introduces new French books, 199; gathers antiques and tapestries, 201; the Court of foreign fashions, 208.
Paris corsets, 300; edition of *New York Herald*, 131, 202; fashions exhibited, 271; interpreted, 273-274; modistes and tailors, 66; lingerie, 200.
Paris life, a bit of, 250; paintings exhibited, 239; posters, 255; shops reproduced, 209.
Paris salons, 119; contribute to Wanamaker's galleries, 249, 250.
Parisienne choosing her gown, 199.
Parker, Horatio, musician, 263, 268.
Pastorius, Francis Daniel, 17.
Pau, France, 95.
Paulist Choristers of Chicago, 263.
Pendulum of trade, 147.
Penn, Richard, Governor, 23.
Penn, Sir William, Admiral, 7.
Penn, William, Founder of Pennsylvania, 7; his advertising, 9-11; business gospel, 12, 147, 301; cottage, 9; description of Pennsylvania, 10; first message to the Indians, 11; Holy experiment, 6, 9; landing at Philadelphia, 1682, 4; standard, no misrepresentation, 10; statue, 6; treaty with the Indians, 11-13.
Penniman, Josiah H., vice-provost of the University of Pennsylvania, 169.
Pennsylvania, origin of the name, 7.
Pennsylvania railroad freight depot, 39, 94; rendezvous for regiments, 1861-65, 38; bought by Wanamaker, 1874, 36; occupied by Franklin Institute fair, 1874, 40; used by evangelists Moody and Sankey, 42; demolished, 1876, 94.
Pensions for aged employes, 103, 181-182, 233.
Penny pot house, Philadelphia, 79.

Philadelphia, seal of, 1683, 5; directory, 1791, 22; first High School, built 1838, 20, 230; *Gazette*, 1805, 15; Penn's landing, 1682, 4; manufactures distributed, 1894, 82; exhibited, 189; market traders in 1704, 136; the national capital, 22; pictures, 3, 82; national centre of piano making, 87; merchants' paradise, 139; orchestra, 263.
Philadelphia's contributions to the life of the nation, 109.
Piano, the first made in America, 87; trade, Wanamaker's new rules for, 87, 257; trade stimulated, 258; first sold at Wanamaker's, 1899, 257; standard raised, 258.
Picture treasure-house, 73-74.
Pictures in New York Wanamaker Store, 107, 251; in Philadelphia Store, 249-252.
Pilgrim Fathers, 119.
Pioneers of Philadelphia, 6.
Plagiarism of Wanamaker advertisements, 62.
Platt, Thomas C., Senator, sends approval, 191.
Pope, Alexander, poet, 145.
"Polyhymnia," the muse of sacred song, 253.
Pompadour fashions, 1902, 272.
Post-impressionists, 254.
Power-plant of new Philadelphia Store started, 1905, 93; described, 281-282.
Pratt, Henry, land-owner, 76, 77.
Press, Philadelphia, publishes announcement of new system, 1877, 55; describes Grand Depot, 1881, 70-73.
Price of originality, 16.
Price, special, reason must be given for, 214.
Prices, low, stimulate consumption, 163.
Privileges to customers eliminated, 121.
Producers and consumers, alliance between, 160.
Producers made more careful, 148; requirements on, 194.
Professions, learned, 98, 100.
Progress of fifty years, 301.
Public accommodations, 176; service, 100, 161.
Purity of merchandise, 186.

Q

Quilting parties, 29.

R

Race-track, first American, 1761, 19.
Radium, just discovered, exhibited 1904, 92.
Reboux, French fashion artist, 198.
Reciprocity in trading, 146-147, 165.
Restaurant, first general, in store, 18.
Retail merchant's relation to business system, 81.
Return of goods sold, right of, 28, 54, 121, 144, 148.
Revolution of retail business, 3, 54-55, 58-59, 63.
Rice, Anna Estelle, painter, 254.
Ribbons by the mile, 83.
Rights of customers guaranteed, 121.
Rittenhouse paper-mill, Germantown, 1690, 64.
Riviere, bookbinder, 205.
Roberts, Henry, Acting Governor, 193.
Rochambeau, Count de, General, 17, 18.
Romance of the stores, a full chapter, 203-212.
Room for all in business, 90.
Roosevelt, Theodore, President, moralizes, 290.
"Roseate" cameos, 204.
Ross, Betsy, maker of American flag, 42.
Rostand, Edmond, French dramatist, 198.
Royer's (Lionel) "Madonna," 251.
Rue de la Paix, Paris, represented in Wanamaker Store, Philadelphia, 239.
Rugs, genuine Oriental, 187, 211.

Rules for business at Grand Depot, 54, 56; piano trade, 87.
Ruskin, John, art critic, 28.
Russian influence in fashions, 1909, 273.

S

Sabatier's "Statue de Strasbourg," 239.
St. Gall, Switzerland, home of dainty embroidery, 206.
St. Louis World's Fair, 1903, 92.
St. Peter's Church, Philadelphia, 10.
Sales, special, of various kinds, 33, 66-67.
San Francisco helped in calamity, 1906, 104.
Saturday half-holiday introduced, 79.
Saving fund for Wanamaker employes, 103, 181.
Saxton, Joseph, daguerreotypist, 21.
Sayen, H. Lyman, painter, 254.
School Alumni Association, 233; of Music in Egyptian Hall, 265.
Schools in the Wanamaker Stores, 103, 107, 229-230; their courses, 230; their physical work, 233.
Schuylkill Bank, Philadelphia, 25, 117.
Scott, Thomas A., President Pennsylvania Railroad, 37, 38, 41.
Sculptures from Florence and Vienna, 210.
Seashore camp for store boys, 88.
"Seat, The," scene of Paris life, 250.
Section-building of New Store, 91.
Service, 19, 103, 120, 161, 302.
Shakespeare, William, dramatist, 9.
Sheffield plate, 204.
"Shield," English ship, 1678, 6.
Shop of 1787 reproduced, 80.
"Sign of the Fleur de Lis" in Woman's Building, New York, 209.
Silk countries of the world, 206.
Silver, sterling, 186.
Silver Anniversary of New Kind of Store, 88-90.
Sixth sense of Wanamaker fashion experts, 272.
Skunk fur not called sable, 186.
Sneers, jeers and disguised fears for the New Kind of Store, 162.
Song of the spirit not to be crushed, 265.
Sousa, John Philip, musician, 262, 263, 268.
Southwark shot-tower, 28.
Speaks, Oley, song-writer, 262.
Spencer, Herbert, philosopher, 227.
Spirit of the times, 87, 222.
Sphinx, 237, 260.
Spross, Charles Gilbert, 262.
Square deal upon solid principles, 142.
Square dealing trinity, 12.
Stairway in Wanamaker Store, Philadelphia, 226.
Standards of merchandise, value and service, 142.
State arsenal, 1785, 20.
Steam-carriage, Oliver Evans', 15.
Steel and granite building, 278.
Steel pillar, first set, July, 1904, 91.
Steuben, Baron Frederick von, 17.
Stewart, Alexander T., merchant, 84, 292-293; his business bought by Wanamaker, 84; his Paris office, 196; his store, 289; his prophecy of Wanamaker, 289; Roosevelt's judgment of, 290; his career, 290-291; his marble store, 291, 292, 296; his successor's failure, 292; his business revived by Wanamaker, 292, 293.
Stilwell, Sarah, 255.
Stone and steel in building, 118.
Store-service complete, 133.
Store's duty to the public, 172-174; reputation rests in part on advertisement, 214.
Stuart, George Hay, merchant, 27, 40.
Students' Art Exhibition, 256.
Subway station opened at Wanamaker's, 113.

Summer camp for employes, 233.
Sunday advertising not allowed, 59.
Sunday Gazette's mock advertisement, 59.
Sunday Mercury ridicules Wanamaker's, 60.
Swaine, Captain, 24.
Swedes' Church, Gloria Dei, 30.
Swedish colonists on the Delaware, 5.
Swiss muslins woven on handlooms, 206; textiles recall the Vale of Chamounix, 203.
Switzerland's products, 207.

T

Tadd, J. Liberty, art instructor, 255.
Taj Mahal, the flower of architecture, 204.
Tanagra gowns fashionable, 273.
Tanner, H. O., French painter, 254.
Tapestries, old, at moderate prices, 201.
Tea Room in Woman's Store, 300.
Telephone service night and day, 93.
Tesla, Nicolas, inventor, 99.
Thunder, Henry Gordon, organist, 263.
Times, New York, editorial, Nov. 19, 1896, 84-85.
Times, Philadelphia, gives Wanamaker interview, 1877, 53.
Trade transformed, 302.
Trade-customs must be reformed, 143.
Trades taught in American University, 232.
Trading a science, 143.
Treaty elm tree, 26.
Tribune, New York, 293.
Troop-moving in wartime, 37-38.
Trouser-skirt, women's, 198.
Truth must be told in advertisement, 214.
Turner, J. M. W., painter, 118.
Truthfulness in business, 99, 108, 121; the foundation of Wanamaker publicity, 213.
Twenty-five years' labor reviewed, 89.

U

Universities now study Wanamaker's, 108, 237; have Business, Engineering, Arts and Crafts Departments, 235.
University of Trade and Applied Commerce, 128; its studies and text-books, 231.

V

Van Melle's (Henry) "Grandmother," 251.
Value for value received in every transaction, 121.
Venetian lace, its witchery, 203.
Venice, notable inscription from the Rialto, 28.
Ventilating fans introduced in Wanamaker's, 75; system improved, 77; perfected, 282.
Venus de Milo, bronze cast, 252.
Versailles in the days of the Louis's, 1909, 273.
Victories of commerce, 106.
Viennese sculptures, 203.
Violin class, 232.
Visions and their realization, 268.

W

Wanamaker, John, Founder of the Wanamaker Stores and System, begins business, 1861, 26; reviews his beginning, 27; plans business reforms, 28; pronounced "green and crazy," 39; buys Pennsylvania freight depot, 38; grants use of depot for Moody and Sankey, 42; opens the Grand Depot, May 6, 1876, 43; interviewed, 53-54; states his hopes of its success, 57; finds his hopes realized, 1900, 63; wins a way to Chestnut Street, 67; discusses the science of retailing, 81; buys the A. T. Stewart business,

New York, 84; helps to honor Admiral Dewey, 86; revolutionizes retail business, 89; receives thanks from Louisiana Purchase Exposition and from General Kuroki, 92; his address on Founder's day, 1906, 93-104; is hailed as advertiser and artist, 107; delivers Corner-stone address, 1909, 115; sets capstone of Philadelphia Store, June, 1910, 126; delivers Capstone address, 126-131; how the jeweler dealt with the boy, 135; reviews his boyish vision of a new system, 142; his address in last section of old Store, 158-159; his address on "The Evolution of Mercantile Business," 161; reviews the past and forecasts the future, 181; gives his judgment on advertising, 215-216; introduced the "information style" of advertising, 218; the multiple merchant, 219; founds schools for employes, 229; starts a Commercial Institute, 229; perpetuates it in the American University, 229; holds yearly Camp Fire, 241; puts up new sign in New York, 294; always serves the public and humanity, and achieves results, 163. GOLDEN BOOK, *passim.*

Wanamaker, Rodman, son and partner of the Founder, proposes American Indian Statue for New York Harbor, 114; the best asset of the Store, 170; made Chevalier of the Legion of Honor, 202; presents art collection to Princeton University, 239; sends expedition to study Indian life, 241; President of American Art Association of Paris, 254.

Wanamaker, Thomas Brown, son and partner of the Founder, died 1908, 171.

Wanamaker advertisements, truthful, correct, scientific, 214-216; were plagiarized by other dealers, 62; originally were sometimes in verse, 217; used various forms of type and display, 222; became informative and newsy, 218-219; their spirit analyzed, 222-223.

Wanamaker business a growth from within outward, 170; knows no boundaries, 174; regularly advances salaries, 180; includes employes' insurance and pension-roll, 102, 180, 181; methods of, 120-124; its benefits to mankind, 175-177.

Wanamaker connoisseurs search the Far East, 211; corsetières make pilgrimages to Paris, 209; foreign importations steadily increasing, 201.

Wanamaker delivery service, 80, 125, 287-288.

Wanamaker editorials, 27-28, 85, 89, 93.

Wanamaker Galleries of Furnishing and Decorations, 296.

Wanamaker guarantee, 12, 149, 150, 185; guide-book for employes, 224.

Wanamaker Industrial Endeavor, 25, 74, 91; manufactures, 187.

Wanamaker merchandise, chapter on, 185-188.

Wanamaker publicity, 213-225; its spirit analyzed, 222-223.

Wanamaker stable, Philadelphia, 287-288.

Wanamaker Store, Philadelphia, chapter on, 277-290; first opened as Oak Hall, 1861, 26; second, opened as Grand Depot, 1876, 43; is renamed Wanamaker's, 1885, 70; fountainhead of fashions, 66; family grows, 26, 48, 69, 78, 97, 112; Market Street front, 1906, 112; receives Marconigrams, 113, 176; postal sub-station, 113; regains Chestnut Street front, 1909-10, 113; corner-stone of new building laid 1909, 115; object and purpose of new structure, 116; completion of new building, June, 1910, 126; area, construction and architecture,

127-129; Jubilee year, 1911, 131; its lighting and heating plant outside, 171; its total dimensions, 277-279; a commercial and architectural triumph, 287. See also Grand Depot, Oak Hall, and Wanamaker's (Store).

Wanamaker Store, New York, chapter on, 291-300; begun 1896, 84-85; annexes 14-story building, 96, 105; erects fireproof building for furnishing and decorations, 295; sends large delegation to Philadelphia on Founder's day, 97; celebrates opening with Press banquet, 105; opens its Grand Galleries, 176; three complete exclusive stores, 294; "The House Palatial," 295; its Auditorium, 296; its pipe-organ, 296.

Wanamaker Stores manufacture many kinds of goods, 187; their hands and legs, 202; educational and industrial, 227; vast public museums, 249; display and foster art, 245-256. See Wanamaker Store, New York, and Wanamaker Store, Philadelphia.

Wanamaker System stated and explained, 47, 54, 56, 133, 137-138; ridiculed, 61; wins its way, 62; how it originated, 135, 141; its fundamental laws, 137-138; becomes national, 158; benefits of, 163; inaugurated March, 1877, 167; its seven lamps, 168; its success, 169; public services rendered, 175-177; its addresses to the public, 181; a text-book of commercial education, 227.

Wanamaker taxicab system, 131; "tunnel under the ocean," 275.

Wanamaker's (Store), view of Store and vicinity, 1893, 40-41; Chestnut Street front, 1898, 91; holds historic exhibits, 80; becomes a World's Fair, 81; begins to sell pianos, 1899, 87; becomes chart and compass to other stores, 89; new foundation of building commenced, 1902, 91; aids in Cuban war, 1898, 86; assists Louisiana Purchase Exposition, 1903, 92; first section of new store opened, March, 1906, 93; Market Street front, 1906, 112; draws customers from every State, 158. See also Grand Depot, Oak Hall, and Wanamaker Store, Philadelphia.

Ware, Harriet, musical composer, 262.

Warren, F. E., Senator, 191.

Washington, George, President, 17, 20, 23; his residence in Philadelphia, 22; his official levees, 24; rebukes familiarity, 24.

Water system in the Philadelphia Wanamaker Store, 283.

Waterloo, the gunner at, 94.

Waterworks, first American, 1801, 18.

Watteau, French painter, 273.

Wayne, "Mad Anthony," General, 19.

Weather indications printed by Wanamaker, 1881, 74.

Webster, Noah, lexicographer, 275.

Weekly Olympian, Olympia, Washington, 86.

Wheels, four, of Wanamaker's business, 142.

Whips not allowed on Wanamaker wagons, 113.

Whilldin, Alexander, merchant, 40.

Whitman, Walt, poet, 48.

Williams, Talcott, journalist, 108.

Winter dullness knocked out, 33.

Wireless telegraphy installed, 1907, 113.

Wisdom's gift to each nation, 210.

Woman's Store, New York, 209, 294, 297-298.

Women's dress improved, 276; displayed, 297-298.

Women's League, 233.

Women's present to Admiral Dewey, 86.

Women's shoes and coats first sold, 1876, 48.
"Woodlands, The," Andrew Hamilton's mansion, 125.
Wool-fabrics chemically analyzed, 207.
Working people entitled to more than wages, 121.
Wright, Wilbur, inventor of the aeroplane, 119.

Y

Yokohama, Japan, Wanamaker merchandise bureau opened, 1909, 202.
Young men advised, 89-90.

Z

Zaehnsdorf, bookbinder, 205.
Zeitgeist, 87.

GOLDEN BOOK OF THE WANAMAKER STORES

President of United States, William Howard Taft

GOLDEN BOOK

OF THE

WANAMAKER STORES

VOLUME TWO

The future of the properly conducted business
will spell in large letters the words

MUTUAL CONFIDENCE

AND

THOROUGH INTEGRITY

BETWEEN MAN AND MAN

DEDICATION OF THE

NEW HOUSE OF BUSINESS

JUBILEE YEAR, 1911

COPYRIGHT, 1913
BY
JOHN WANAMAKER

CONTENTS

FOREWORD 1

BOOK ONE

PRESIDENT TAFT'S DEDICATORY ADDRESS AND STORY OF THE DEDICATION 3

BOOK TWO

PUBLIC TRIBUTES 37

BOOK THREE

MERCHANTS' TRIBUTE 75

BOOK FOUR

PRIVATE TRIBUTES 107

BOOK FIVE

HISTORY OF THE GOLDEN JUBILEE YEAR—1911 . . . 171

CHAPTER I. New Features of Store Service

CHAPTER II. Scientific Progress

CHAPTER III. Formal Jubilee Celebration in March

CHAPTER IV. Musical Events

CHAPTER V. Significant Editorials printed by the Wanamaker Store during 1911

BOOK SIX

INNER LIFE OF THE STORE.—Education and Well-Being of Employes, Directed by the American University of Trade and Applied Commerce 213

APPENDIX

BRIEF CHRONOLOGICAL REVIEW of the Business with special reference to the erection of the new building in Philadelphia 225

ADDENDUM

STORE'S INTRODUCTION OF THE PARCEL POST, 1913 . . 231

ILLUSTRATIONS.

		PAGE
President of the United States, William Howard Taft .	*Frontispiece*	
John Wanamaker, Founder of the Business . .	*facing page*	1
Dedicatory Tablet in the Grand Court Written by President Taft	*facing page*	3
Tablet Showing Place where President Taft Made his Address	*facing page*	7
Guests on Platform at Dedication of New House of Business	*facing page*	10
Crowd at City Hall Awaiting the Arrival of President Taft	*facing page*	13
Guard of Honor—Approach of the President—The Salute		
Scenes en route from Broad Street Station to the Store	*facing page*	15
Salute to the President		
Order of the Iron Chain and the Golden Star Bronze Key of the New Building. . .	*facing page*	20
President Taft Receiving from Mr. Wanamaker the Bronze Key of the New House of Business	*facing page*	25
President William Howard Taft—Mayor Rudolph Blankenburg—Architect Daniel H. Burnham—Governor John K. Tener—The Founder, Surrounded by the Wording of the Dedicatory Tablet, Expressing the Sentiment and Spirit of the Business	*facing page*	37

Crowds at City Hall at Departure of the President *facing page* 33

Luncheon at Sherry's, Given to John Wanamaker by the Merchants of America, November 16, 1911 . . . . . *facing page* 75

Silver Loving Cup Presented at the Luncheon

Jubilee Night, October 28, 1911 . . . . *facing page* 118

Birthplace of John Wanamaker . . . . *facing page* 124

Golden Jubilee Book Presented by his Business Family to John Wanamaker on Jubilee Night *facing page* 127

Colors of the New House of Business . . . *facing page* 134

Mural Decorations by Anne Estelle Rice . . *facing page* 171

Golden Jubilee Room—Great Crystal Tea Room—Mirror Room . . . . . *facing page* 175

Imperial Blue Room—French Banquet Salon—Great Crystal Tea Room, another view .

Colors and Trophies of the John Wanamaker Commercial Institute . . . . *facing page* 213

Inauguration of the United States Parcel Post Service in Philadelphia, January 1, 1913. *facing page* 231

President Taft's Letter of Thanks to Mr. Wanamaker . . . . . *facing page* 235

John Wanamaker, Founder of the Business

FOREWORD.

IN 1911 was issued Volume I of the Golden Book of the Wanamaker Stores. It presented the history of an epoch-making commercial institution, which in fifty years grew from a boy's dream to an economic force that actually transformed the trade and commerce of the world, the evolution being to the mutual benefit of the manufacturer, the merchant and the public.

During 1911 the Golden Jubilee of the Business was celebrated. To record the remarkable happenings of that year, Volume II of the Golden Book is now issued.

Jubilee Year culminated December 30, 1911, in the dedication by the President of the United States, William Howard Taft, of the New House of Business in the City of Philadelphia.

The Governor of the State of Pennsylvania, one of the United States Senators from that Commonwealth, and the Mayor of the Municipality took part in the ceremonies, which were witnessed by a distinguished body of statesmen and men of affairs, including official representatives of other governments, members of Congress, the Legislature and City Councils, members of the Judiciary, the Military, Presidents and Officials of great railroads, prominent financiers, educators and men of letters, the leading clergy of the State and City, famous editors and publishers of the American press, merchants and manufacturers from many cities and at least thirty thousand citizens who stood for hours thronging the majestic Grand Court and surrounding floors

and galleries while the new edifice was being dedicated to their material needs and happiness.

Never before was such a tribute paid to a private individual and a private enterprise.

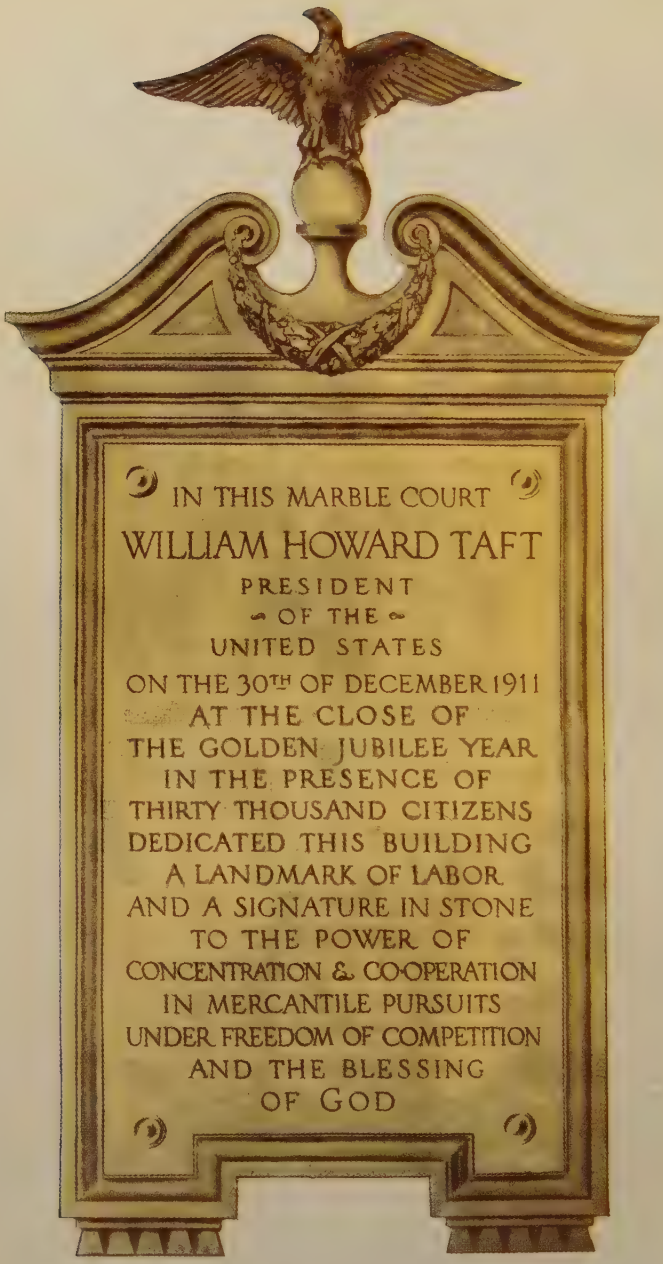
Never before did the Chief Executive of the Nation so honor a man and a merchant, and the people of the community whose coöperation alone made possible the retail business that is without counterpart in the whole world.

It was, indeed, a tribute to trade itself, to the honest business interests of the United States, which at all times are the barometer of the country's prosperity. For upon the wise, honest, and efficient distribution of natural and manufactured products, as well as upon those products themselves, depends the happiness of a people.

Recorded also in this second volume of the Golden Book is the tribute paid to the Founder of the Business by the merchants of the United States in the presentation of a massive silver loving-cup; and the private tribute of his entire Business Family in the presentation of his birthplace in the City of Philadelphia, which is to become the Robert C. Ogden Hospital.

Record is made of the continued progress of the Business during 1911, by far the largest year in point of sales in both Philadelphia and New York, marking the wider expansion of its influence for good in both cities and in world-wide trade.

For the benefit of those who may not have received Volume I, and to make this second volume in a sense complete in itself, a brief chronological review of the business is given as an Appendix to this volume.



Dedicatory Tablet in the Grand Court Written by President Taft

BOOK ONE.

THE STORY OF DEDICATION DAY.

ADDRESS OF THE PRESIDENT OF THE UNITED STATES,

WILLIAM HOWARD TAFT, DEDICATING THE WANAMAKER HOUSE OF BUSINESS, DECEMBER 30, 1911.

"Mr. Wanamaker, Mr. Burnham, Mr. Mayor and Governor Tener, Ladies and Gentlemen of Philadelphia, My Fellow-Citizens:—It is now twenty years ago since I had the pleasure of joining the Administration of Benjamin Harrison at Washington and there becoming acquainted, as an humble associate in that Administration, with John Wanamaker of Philadelphia, then Postmaster-General. (*Applause.*)

"It has been a great pleasure to me to know and to feel that the friendship and mutual respect there begun have continued until the present day, and it has given me the greatest pleasure to come here and take part in this ceremony at the moment of the greatest triumph of John Wanamaker's long and useful life. (*Applause.*)

"We are here to celebrate the completion, in its highest type, of one of the most important instrumentalities in modern life for the promotion of comfort among the people. The department store—which brings under one roof the opportunity to purchase, at the lowest reasonable, constant and fixed price, everything that is usu-

ally needed upon the person or in the household for the sustaining of life, for recreation and for intellectual enjoyment (except food alone)—means a reduction in the cost of living and necessary effort that we do not always appreciate.

"It has been given to Mr. Wanamaker, the founder of this great institution, to begin the formation of this new instrumentality for the betterment of the condition of men, and to pursue the work of its improvement for fifty years, until now the end crowns his labor. The introduction into the conduct of his business of rigid rules as to the fixedness of the price; accuracy of representation as to the quality; the conveniences accorded to all in the return of unsatisfactory goods; and the delivery without cost, or at a reasonable cost according to the distance, of the goods to the home of the purchaser; together with such economical arrangement in sales as to reduce to a minimum the effort necessary to examine the goods to be purchased; the concentration and coöperation of the different branches of the business to reduce expense and increase efficiency; all call for an executive genius that hardly finds its counterpart.

"With no adventitious aid, with no combinations in restraint of competition, but simply by a natural growth and aggregation of means to an end, this great business was built up here in Philadelphia, and there in New York, to form a model for all other stores of the same kind throughout the country and throughout the world. Growing, as it has, out of the traditions of a fifty years' life of business, it seems to have acquired its own personality, different even from that of the founder, so that he finds himself bound by the very rules he created and the traditions that have worked to eminent success.

"On this day, when we can look back half a century to the humble beginnings of this enormous business machine with its thirteen thousand employés and its millions of constant customers, it is right that there

should be a ceremony dedicatory and congratulatory, to show the appreciation that the country at large has for the successful creation of an aid to the happiness of the people that is substantial and permanent.

"The feature which Mr. Wanamaker has introduced in his Stores of an educational system, in which his working employés can add to their intellectual attainment and increase their efficiency in the discharge of their duties, is the most noteworthy feature of his whole system; and the retirement plan, by which he takes care of those who become superannuated in his service, and offers to those who look forward to the future a comfortable old age, shows the long foresight that he has exhibited in all his business, whereby human nature, both in the people at large and in his own employés, responds in full measure to the justice and generosity that he metes out to them, by the patronage that his customers give, and by the faithful, enthusiastic and most effective service which his employés render.

"I congratulate Mr. Wanamaker that he has been spared in his long and active life until this moment, and that he can look around and see, in all its inspiring whole, this enduring monument to the clearsightedness and genius of his business career."

Here, at the close of the President's formal address, he looked about the great marble Court of Honor, with its tier on tier of humanity rising to the roof. With a sweep of his hand he expressed his admiration and wonder, and added spontaneously:

"As I came in the carriage with Mr. Wanamaker, I said to him: 'I have a few words here to say—not more than five hundred or a thousand.'

"He said: 'It doesn't make any difference how many you have got down—you will have to say a good many more when you get there!'

"And it is true. No one can stand here in this magnificent structure without being awe-inspired, and without thinking that it is inspired in this: that it has been worked out in the brain of the greatest architect in America in order to develop the genius and show the magnificent work of the greatest merchant in America. (*Applause.*)

"I have been asked to direct the words of a tablet to be erected in this marble chamber."

The President closed his address by reading the following words for the Dedicatory Tablet to be placed in the Grand Court.

IN THIS MARBLE COURT
WILLIAM HOWARD TAFT
PRESIDENT
OF THE
UNITED STATES
ON THE 30TH OF DECEMBER, 1911
AT THE CLOSE OF
THE GOLDEN JUBILEE YEAR
IN THE PRESENCE OF
THIRTY THOUSAND CITIZENS
DEDICATED THIS BUILDING
A LANDMARK OF LABOR
AND A SIGNATURE IN STONE
TO THE POWER OF
CONCENTRATION AND CO-OPERATION
IN MERCANTILE PURSUITS
UNDER FREEDOM OF COMPETITION
AND THE BLESSING
OF GOD

Tablet Showing Place Where President Taft Made His Address

CHAPTER I.

"SURELY, no store was ever dedicated in so imposing a manner as that of John Wanamaker yesterday," said the *Public Ledger* (Philadelphia) of December 31st, 1911. "It may be in keeping to say that few buildings or monuments have ever received such a baptism.

"President Taft, in the presence of thirty thousand persons, and under circumstances that will mark the incident as a bit of the history of Philadelphia, pronounced the dedicatory words and delivered an address that aroused that great throng to storm after storm of cheers."

"One of the most notable tributes ever paid to any individual in his private capacity," commented *The North American,* Philadelphia, "and probably the most notable ever paid to any private business in the history of the world, was that which was offered yesterday to John Wanamaker and to the great mercantile enterprise which he created. The central figure in this tribute was the Chief Magistrate of 90,000,000 people, President Taft.

"On rare occasions in the history of the country the President of the United States has lent the prestige and dignity of his great office to honor some business of a public character—the opening of a trans-continental railroad which was to add an empire to the domain of the republic, a vast exposition to celebrate some towering historical event, or some event of a similarly public character.

"But probably never before has the head of this or any other great nation had occasion to honor so signally a business man, who, howsoever public have been the benefits his business bestowed, is still a simple, private merchant, an advanced exponent of the old-fashioned idea of private ownership of business regulated by the natural laws of competition."

"Yesterday's dedication was the final and crowning event of Mr. Wanamaker's jubilee year," *The Philadelphia Record* said. "For a whole twelvemonth his big establishment, occupying a whole city block and facing the City Hall, has been the scene of one continuous celebration. When the year began the store was still far from completion. But it was Mr. Wanamaker's idea that the structure should be finished before his fiftieth year in business should end. So work was rushed, and the opening of each section from time to time during the year was made a special event; then, as the year drew to a close, the building was finally completed in all its details and ready for dedication. It was decided to hold this event on the last business day of the year. But the Wanamaker Store did no business yesterday. It was closed to all buyers and open only to those bearing cards of admission for the exercises, of whom there were more than thirty thousand."

"Philadelphians have watched with interest and pride the growth of the big store that covers an entire block," wrote *The Evening Telegraph*. "Many of them remember the little store on Market Street over which Mr. Wanamaker presided, and year by year they saw him enlarge his business, never standing still, but forever, like some restless spirit, forging ahead and building and expanding. His efforts are being crowned today, when his new Store, the most modern, the biggest, and the most complete of its kind in the world, is being officially dedicated.

"The dedication exercises, held on the last business day of the present year, mark the close of twelve months of celebrations of various characters marking the fiftieth anniversary of Mr. Wanamaker's start in business, as well as the completion of the new Store."

The impressions of some of the spectators are thus recorded in the following newspaper excerpts:

"Long before the President reached the Store great crowds had assembled there. Had there been space enough inside, at least 75,000 persons would have greeted the President," was the comment of the *Philadelphia Record*. "Crowds stood outside the doors of the Store,

vainly hoping for admission, but only those bearing invitations were permitted to enter.

"Inside the Store there was one densely-packed mass of humanity. The Grand Court in the middle was cleared of all its merchandise counters, and a broad space was left open, in which about fifteen thousand men and women were standing. The Court reaches up through six floors of the building, and upon each of the six balconies were other crowds looking down upon the throng below."

"The scene that presented itself to the special guests as they came upon the platform was a remarkable one," said *The Evening Bulletin.* "In the very heart of the great Store counters and show cases—everything indicative of the daily business transacted there—had been cleared away, and in their places stood thousands of people.

"The great marble Grand Court, with its lofty ceiling eight stories above the Main Floor, and the gray light of the day filtering through an immense skylight, was filled not only from end to end, but the crowds extended on and on, almost to the outer walls of the Store itself.

"And above, tier upon tier where the upper floors open in balconies upon this Court, people stood five and six deep, hoping to get a glimpse of the President and the other dignitaries, and to hear some of the speeches.

"Back and beyond these, other balconies and galleries held still more people.

"Here and there was a splash of color made by the brilliant uniforms of officers of the Army and of the National Guard of Pennsylvania. Along the railing of the First Floor balcony, immediately under the broad spread of the great organ, was the Wanamaker Chorus, which furnished music for the exercises. And all about, on every side and hemming in this brilliant array, in close-packed ranks, stood the guests by thousands."

"The throng fortunate enough to be present was crowded over the gray stone floors in front of the stand and massed upon the balconies rising far above the Court. Only a vivid imagination can picture the sight," the *Public Ledger* said. "The very presence of Mr. Taft served to fill the vast audience with enthusiasm. But

there seemed to be a power more potent than a mere presence of one man—great as he may be—in the atmosphere of the occasion.

"Only by being there could one appreciate the magnificence of the ceremonies. The great organ, thundering forth the wonderful clarion notes of Rhadames' Triumphal March from 'Aida' and the Coronation March from 'Le Prophete,' and the two bands—the First Regiment and the John Wanamaker Commercial Institute—consolidated to form a glorious prelude to the order of the day."

Yet the throngs in the new building were not all who were to listen to the day's exercises. One hundred miles from Philadelphia, the officers and heads of departments of the Wanamaker Store in New York, through the utilization of electrical forces heard everything that went on in the Philadelphia Store at the instant it happened. For, directly in front of the speakers' desk on the platform, was a special long-distance telephone apparatus connected with the New York Store, by means of which every part of the program—speeches, music and applause—was heard there.*

Furthermore, all the proceedings that were transmitted over these wires were at the same time recorded by the newly-invented "telegraphone" installed at the switchboard in the Philadelphia Store—reproduced on three

---

*"The circuit connecting the Wanamaker Stores in the two cities consisted of a pair of loaded No. 12 open wires. At the Philadelphia end two three-unit special transmitters were placed on the railing of the platform directly in front of the speaker's table. These transmitters rested on soft wool felt pads, and were draped in velvet to prevent any possible reverberation or echoes from interfering with the transmission. To insure proper operation an additional circuit was provided, equipped with telephones at both ends, and was used to keep in touch with the working of the main circuit and to pass information regarding the progress of the exercises. A special table beside the speakers' stand was provided for telephone representatives in charge of the work. Every word of the speeches in Philadelphia and every note of the music were heard with distinctness in the New York Store."—*From "The Telephone News," Philadelphia, January 15, 1912.*

Guests on Platform at Dedication of New House of Business

reels of steel wire, which are to be preserved. Much like phonographic records, these reels can be made to reproduce their records at any time, by merely running a fine magnet over the surface of the wire.

Special police arrangements were made for the day, both inside the building and out. More than four hundred police and officers were stationed at various posts inside the Store to insure perfect safety for the crowds.

As the hour for the ceremonies approached, the speakers' stand filled with the chiefs of the Store and the special guests, including the following:

The Governor of Pennsylvania, His Excellency John K. Tener, and members of his Staff in uniform.

United States Senator Boies Penrose.

The Honorable Rudolph Blankenburg, the Mayor of Philadelphia, and Mrs. Blankenburg.

Mr. Rodman Wanamaker.

Mr. Daniel H. Burnham, architect of the building.

Judges of the Supreme, Superior and Common Pleas Courts.

Officers of the United States Army.

Officials of various City Departments.

Representatives from the New York Store, and department heads from the Philadelphia Store.

Many distinguished bankers and business and professional men from Philadelphia and other cities.

THE PROGRAM.

CORONATION MARCH FROM "LE PROPHETE"....*Meyerbeer*
Great Organ, Irvin J. Morgan, Director and Organist, and the First Regiment Band, N. G. P.

"THE GRANITE WALLS RISE FAIR."
Miss Abbie Keeley, Soprano; Mrs. Russell King Miller, Alto; Mr. Harry Gurney, Tenor; Mr. Henry Hotz, Bass, and the Chorus of the Wanamaker House.

REVIEW OF THE PHILADELPHIA REGIMENT OF THE J. W. COMMERCIAL INSTITUTE, AND PRESENTATION OF DEDICATION FLAGS.

FIRST BUGLE CALL OF WELCOME.
To the President of the United States, to His Excellency, the Governor of Pennsylvania, and the Honorable Mayor of Philadelphia.

SECOND BUGLE CALL, FOR ATTENTION.
His Excellency, Governor John K. Tener, introducing the Honorable Rudolph Blankenburg, Mayor of Philadelphia, as presiding officer.

ADDRESS.....*The Mayor*

ADDRESS AND PRESENTATION...*Daniel H. Burnham, Esq.*
The founder and Chief of the firm of D. H. Burnham & Co., Architects, Chicago, Illinois.

GREETINGS FROM THE NEW YORK HOUSE..*Joseph H. Appel*

ADDRESS.....*The Founder*

ADDRESS OF DEDICATION.....*The President of the United States.*

DEDICATORY PRAYER.....*The Rev. John F. Carson, D.D.*
Moderator of the General Assembly of the Presbyterian Church in America.

"A SONG OF TIMES."
The Wanamaker Chorus, the combined First Regiment and John Wanamaker Commercial Institute Bands, and the Great Organ; Miss Abbie Keeley, Soloist.
Conducted by the composer.

BENEDICTION.....*The Rt. Rev. James H. Darlington, Bishop of Harrisburg.*

"SEMPER FIDELIS".....*Sousa*
Great Organ and the combined bands of the First Regiment N. G. P. and the J. W. C. I.

RECEPTION TO THE PRESIDENT IN EGYPTIAN HALL.

Crowd at City Hal Awaiting the Arrival of President Taft

Guard of Honor—Approach of the President—The Salute

CHAPTER II.

WHILE the inside of the building hummed with waiting throngs, outside in City Hall Plaza the First Regiment of the J. W. Commercial Institute was drawn up, and also the City Troop, National Guard of Pennsylvania, whose ancient prerogative it is to escort the President of the United States on his visits to Philadelphia. One hundred and eighty police, on foot and mounted, were lined up around Penn Square along the President's short route from the station to the Store.

At Broad Street Station thousands of persons stood at the locked gates watching for the Nation's Chief Magistrate. Then came Mr. John Wanamaker with the Reception Committee, consisting of Dr. Joseph K. Dixon (Master of Ceremonies for the Day), James B. Woodford, W. L. Nevin, and De Forest L. Bachman. A few minutes later Governor John K. Tener arrived with Alfred G. Clay.

When the Presidential train appeared, the reception party walked out toward the President's car, the Mayflower. On its platform were Secret Service Detectives Griffin and Tait and Major Archibald Butt,* the President's military aide. Major Butt invited the party to enter. Governor Tener and the others greeted the President, and all left the car. Between two lines of policemen, about fifteen feet apart, the party left the station, headed by Mr. Wanamaker and the President.

---

*The brilliant and heroic young officer who lost his life on the sinking "Titanic" a few months later.

President Taft descended from the train floor of the station into the baggage room on the west side of Fifteenth Street. Some time before the arrival of his train, traffic at this point on Fifteenth Street had been stopped. The City Troop, in full pomp, was lined up facing the baggage entrance, where stood the line of receiving motor cars. The President, when he stepped out of the station, stood uncovered at the automobile while the troop bugler sounded a salute. Then the horsemen wheeled and went slowly out, followed by the Presidential car.

The President, Mr. Wanamaker, Governor Tener and Major Butt occupied the first automobile. A platoon of mounted policemen headed the procession around City Hall, followed by the City Troop, and then came the automobiles; the President's car being specially guarded by four troopers. A squad of mounted men brought up the rear. Five hundred patrolmen had cleared the street and the south side of Penn Square.

An open touring car carrying nine Secret Service men was the second automobile in line, running close behind the machine in which the President was seated.

Fully twenty thousand persons were crowded on the sidewalks along the short route, not able to get into the building, but eager to catch a glimpse of the President. As the party drew near to the Juniper Street entrance, an avenue was formed by the City Troop and the mounted police on one side and by the First Regiment of the John Wanamaker Commercial Institute on the other, both saluting as the President passed. A carpet had been laid from the curb to the doorway, through which Mr. Wanamaker escorted his distinguished guest into the new building.

Just before the entrance of the President, the great organ began the opening number of the program—Meyerbeer's Coronation March from "Le Prophete"—

Scenes En Route from Broad Street Station to the Store

Salute to the President

assisted by the First Regiment Band N. G. P. In the midst of this a great stir went through the throng, with the report that the President was arriving. For a minute before he appeared upon the stand the crowd in the galleries and on the floor stood uncovered and raised cheer after cheer. When he was seen he was greeted by a great ovation. He walked forward, waved his hand and bowed, and amid echoing applause took his seat between Governor Tener and Mayor Blankenburg.

The opening music was followed by "The Granite Walls Rise Fair," sung by the special quartet and the Chorus of the Wanamaker House, an ode of great dignity and beauty, written by James Bayard Woodford and set to music by J. Lewis Browne, especially for the Dedication Ceremony.

The President then witnessed the review of the six companies forming the First Regiment of the John Wanamaker Commercial Institute. These passed before the speakers' stand, four abreast, led by their Military Band and Bugle Corps, and formed there to receive the Dedication Flags presented to them by Senator Penrose. Then came a bugle call of welcome to the President, the Governor and the Mayor, and a second call for attention.

CHAPTER III.

MR. WANAMAKER rose and said:—

"I would rather not speak until there is silence, to greet the President when he shall speak to you. I beg you to remember that there is not any house, however large, in Philadelphia, sufficient to room the friends of President Taft. We can only give you the space that we have from the floor to the topmost room, and a welcome that is larger even than the house."

He then presented Governor Tener, whose speech was as follows:—

"*Mr. President, Ladies and Gentlemen:*—I wish at the outset to thank those responsible for the invitation that was sent me to be here upon this occasion. I deem it a special honor and a very great pleasure to be privileged to be here today, and to participate even in a small way in the ceremonies incident to the dedication of this magnificent building.

"Pennsylvania is proud of her son. She is proud indeed to do honor to that genius of commerce and business, your friend, the man whom we all honor today. (*Applause.*)

"Philadelphia is especially proud of him as her foremost citizen. He is a resident of your city here, and at all times is in the forefront of every good movement that makes for the best interest and the progress of this great city, the first city of our Commonwealth, a city that is presided over by a Mayor who has just come into office. Much has been promised for his administration, much is expected of him, and I am sure that much good will result from his administration. (*Applause.*)

"I now have the distinguished honor and the great pleasure of introducing to you your Mayor, Rudolph Blankenburg. (*Prolonged applause.*)

Mayor Blankenburg—who presided over the exercises of the day, then spoke:—

"*Mr. President, Ladies and Gentlemen:*—It is happily not my function to make a speech on this occasion, which means so much in commemoration of the successful life and career of one of Philadelphia's most distinguished citizens. (*Applause.*)

"In the dreams of that struggling young man, who fifty years ago commenced his business life a few squares from this place, did he ever fancy, in his wildest imagination, a structure of the magnitude of the one housing us today?

"I believe that he never wavered in his ambitious dreams, and when the time arrived for their realization he called to his aid a master mind, who has given form and substance to his ideas in a palace that stands unrivaled in either hemisphere.

"I take great pleasure in introducing to you the architect of the new building, Mr. Daniel H. Burnham, of Chicago." (*Applause.*)

THE ADDRESS OF DANIEL H. BURNHAM.

"Every man who has had a hand in large affairs is apt to think that his line of work is more important than anybody else's. Princes, soldiers and diplomats have always believed that they were the real molders of the State, and in a sense they have been right. But in a deeper sense they are mistaken if they suppose that they control the destiny of man; for this control lies in reality in commerce itself, which alone can build great States, and which alone can maintain them. Why then does history recall particularly and dwell upon the names and deeds of kings and soldiers? It is because history has been written for the masses and not for those deeper thinkers, who alone are able to understand the profound movements of life which have developed upon this earth.

"To supply all the needs of men, no matter where or how they live, is the business of commerce, and the time will come when the great merchant will be as highly regarded as the prince or the soldier. Only a few of the names of the merchants who controlled in the epochs of the past are known to us, and yet we are sure that they

lived, that they were staunch and masterful; otherwise the organized life of society could not have gone on, for commerce is the heart and lungs of every community.

"Since the Reformation, men have become emancipated,—free to see and understand the real forces that govern their lives and to appreciate the great merchants; and the names of these are beginning to be honored as we go deeper in our understanding of the forces that constantly operate to improve the conditions of Society. And in the future the names of these Generals of Commerce will loom larger. When the history of our times is written it may pass over the lives of many rulers, but it will delight to make us acquainted with those of such men as Jacques Coeur, Andreas Doria, Cosimo de' Medici, A. T. Stewart, Marshall Field and John Wanamaker. Each of these men has erected an enduring monument in the shape of a building. Those of Mr. Wanamaker's predecessors you are acquainted with—the last one, built by Mr. Wanamaker, you are now to examine, approve and dedicate.

"Before our time the monuments built by merchants took the form of palaces in which they were themselves to live. Not so with John Wanamaker. **His Monument is his Store—a thing of beauty and dignity enhancing the appearance of the city, a building that the entire community is from this time on to take the greatest pride in, for in a high sense it is theirs and they are to use it.**

"This building covers an entire block of ground, measuring about two hundred and fifty by five hundred feet, or nearly three acres. It has three stories underneath the ground and twelve above. The floor area for merchandizing is approximately one million seven hundred and fifty thousand square feet, or nearly forty acres, amounting to about twelve of Chicago's large city blocks. The height of the building from the lowest basement floor to the mean roof level is two hundred and eighty feet.

"The exterior is an adaptation of North Italian Renaissance, expressing the direct practical requirements of modern merchandising. Of the interior of the building you who are here can judge for yourselves.

"The building as a whole was studied many years before the final design was made. The contracts were

let in 1904, and the work has proceeded in sections, so that the great business this structure covers has never been interrupted. As a whole, this Store represents the best thought of the modern world. It is the last word in housing and handling merchandise.

"And now, our task having been fulfilled, we, the architects and builders who have put so much of our lives into this work, take leave of it, and turn it over to the man who had the broad vision to conceive it and who has had the courage to build it.

"Sir," turning to Mr. Wanamaker, "we hand you this symbolic key which secures your great past and opens to you a still greater future. May that future be as happy, successful and beneficent for you, for your family, for your employés, and for the entire community, as has been your glorious past!"

Mr. Burnham then put the symbolic key in Mr. Wanamaker's hand, and Mr. Wanamaker replied:

"This is a great day for Philadelphia. I have drawn a prize, and I shall share it with you. This is a great deal more than my house. If it were only that, with all the friendship and admiration that the President knows I have for him, I think he would not have been here. It is because we are in a house that belongs to the public, from many points of view. You see I am very much embarrassed—there is no one who can make the speech to Mr. Burnham that I would like to whisper in his ear! But to you I will say, that six years ago there was only one man in the world who knew what was coming out of a great hole in Maine with the granite block, and that is the man who has just spoken to you, who saw every stone and knew exactly where it was to go, how each stone was the key to another stone to lock together this great building in which you and I are standing today—D. H. Burnham. He is a very modest man, but I think he never had from his boyhood a small idea in his head. It was his master mind and a little pencil that made the plans; he read them like an ABC book to me, that I might understand them. His beautiful face—we are both old men, and I can say that to him—seems to be full of Heaven's brightness and kindness—of a work well done that carries the lustre of his faithfulness like

the shine of this golden key that he has put in my hands. There is the glory of triumph—if not in his face, then in his step to the front, showing what every man can do.

"Mr. President, I shall pass this key on to you, gladly and thankfully, and you are later on to unlock your dedicatory address."

Mayor Blankenburg rose again, with an introduction:—

"We shall now hear a few words of greeting from the New York House. I have great pleasure in introducing to you Mr. Joseph H. Appel."

Mr. Appel, representing officially the New York Store, then placed an iron chain and a golden star about Mr. Wanamaker's neck, with these words:

"To you, Mr. Wanamaker, iron conqueror of business slavery, who struck the fetters from American trade, making it free to girdle the globe with an endless chain of commerce, to you, who set in the business firmament a golden star from which all commercial craft might take their reckoning, to you, sir, on this auspicious day, in the august presence of the President of the United States and this distinguished assemblage, the New York Store, child of the Mother Store, brings you greetings and invests you with the new **Order of the Iron Chain and the Golden Star** which shall be handed down from leader to leader, so long as this business shall endure."

Order of the Iron Chain and the Golden Star—Bronze Key of the New Building

CHAPTER IV.

Introducing Mr. Wanamaker for his formal address, Mayor Blankenburg said:

"The name of the founder is perhaps better known in all the world than that of any other private citizen—not only as its foremost merchant, whose fame reaches the industrial centers of every country, and who is the greatest distributer of the products of the toiling millions, but also as one who is deeply interested in the welfare of all mankind.

"From early life his aim has been to be helpful and to encourage those, who, like himself, struggled to win life's battles. How successful he has been, we all know. **As merchant prince, public-spirited citizen, true Christian and philanthropist he stands alone, I present to you the founder, John Wanamaker."**

THE ADDRESS OF THE FOUNDER.

"This little apparatus in front of me gives me the opportunity to speak to the New York Store, where there are as many people employed as there are here. We shall have to get up early in the mornings or New York will surpass the success of the old Philadelphia Store! Look out for yourselves and not for me!

"Listen, you New Yorkers (*speaking toward the telephone apparatus*): It is an incident of the aeroplane age that a building in Philadelphia and another in New York, one hundred miles apart, may unite by a scientific arrangement, so that a voice speaking in Philadelphia to thirty thousand people there assembled is heard by the staff of assistants in the New York Store one hundred miles away. Let all of the many thousands of people in our employ always remember that Wanamaker's is **one and indivisible, concentrating all its force on every part of our work in both cities.** Be sure you get that! (*Applause.*)

"Citizens of Philadelphia, Friends, and Countrymen—because so many of you have come long distances—if you only knew what I wanted to say to you, and yet how anxious I am that you should have what you want most—the President standing in front of you and giving you his address—! I shall only take a few threads of what I want you to see printed and what I want to have you think about.

"His Honor who presides here today in his official capacity is also here as Rudolph Blankenburg, an old merchant of Philadelphia and my personal friend for upward of thirty years. I beg you to thank him for yourselves, as I have already thanked him for his presence and interest in this occasion. (*Applause.*) Give him your applause! (*Great Applause.*)

"The President of the United States, without a single word of conference from first to last with me personally on the subject of his visit today, in the greatness of his heart signalizes our friendship of twenty years and adds to the importance of this occasion by his presence here. He bestows upon merchants and business men the country over the highest and most valued compliments of the season in the magnificence of his kingly courtesy to business endeavor. His coming stopped off all business here last night that this occasion might have its place apart from traffic and be made a Presidential holiday for over six thousand assistants.

"The City of Philadelphia, through the officials of the municipality; the members of the Select and Common Councils, the Governor of our Commonwealth and members of the Legislature, and tens of thousands of citizens of Philadelphia here assembled thank you, Mr. President, for conferring upon us all the transcending honor of your distinguished consideration. The members of the diplomatic corps, the members of the President's Cabinet, United States Senators and Representatives, the special trainload of distinguished merchants and manufacturers from Chicago, and the many leading business men of New York, the publishers and members of the press, unite with His Excellency, the President of the United States, in nationalizing to some degree an event pregnant with interest at this particular moment to the business and educational fraternities of America.

"This is not a day of traffic. It is a day of reminis-

cence; it is a day of hope; it is a day of inspiration! It is a day when wise men have come from Chicago, from the West, come to see the star of this new school of business.

"Primarily, the event that calls us together centers upon a building, and that building owes its existence to something. The bare trees on the hillside without a leaf on them will soon be covered with foliage, and every leaf must drink its sustenance from the roots. What is the root of all that has grown here? Think about it today.

"The old conditions and the new ideas that produced it justify this unusual and august celebration. There are those who cannot understand that a building is often much more than four walls and a roof. They cannot read the poetry of its exterior nor the ideality of its interior. They miss the expression of its unity and the enthronement of its purpose.

"The great buildings of the world are wonderfully interesting. The Colosseum of Rome, with its seating capacity for one hundred thousand, is but an empty shell. Not so Peter Cooper's Institute Buildings in New York; not so the old Quaker merchant's free schools for mechanical trades, and the Carnegie Institute, and Girard College. The world has received from those three old business people who are not here, and from that good old ironmaster who is still living, a wonderful help in shaping the destinies of those who are going through their courses of study.

"The architect of this building has already asserted to you that there is no equal anywhere in the world to this, his great creation. Strange enough, that an architect should call its area forty acres and not count these galleries all through the building as floor space! It makes me think of the City Buildings, Mr. President. Their architect was John McArthur, an old Scotchman. Do you remember him? Some one said in his presence that William Penn's hat was five hundred and twenty-seven feet above the floor.

"Mr. McArthur took exception. 'It is five hundred and twenty-five feet high,' he said.

" 'Five hundred and twenty-seven,' the man repeated.

"The architect replied, 'Don't you think I know? Didn't I build it?'

" 'Yes,' he said, 'but you aren't counting William

Penn's two feet; that makes it five hundred and twenty-seven!'

"You have not counted our galleries and our halls. We have forty-five acres—and when we are very busy there are a great many other *achers* here that we know of!

"This is but one of many fine mercantile buildings in the land, but it is the only building that embodies the system of business that originated and developed here, and which has in some degree made possible the success of numberless enterprises that afterward adopted its system in part or as a whole. At the time the 'new kind of business' was instituted here there was no other store in America organized upon the same basis.

"Abraham Lincoln said at Gettysburg, 'The world will little note nor long remember what we say here, but it never can forget what they did here.' The world can never forget what we have done and are doing here from first to last.

"Would that it were possible for the world to hear and remember, for its own good use, the truth that is so plainly expounded by this mother house of business, in the outspoken, uncopyrighted speech of its everyday work.

"The farseeing and wise President of the United States, controller and regulator not of one section alone nor of one class of people, a student of law and economics, as well as of the arts and the sciences, with malice toward none, and fairness, justice and charity for all, comprehends the situation of business affairs in our country in its units as well as in its syndicates. After giving much time and thought to the arguments and the demands of capital seeking for incorporation under new conditions and for new interpretations of existing laws, he turns away from them all and comes to us today—humble people, operating along the lines of the old systems before we had Trusts—to study the merits of another side of business, uncapitalized in corporate ways except for the sake of the perpetuity that keeps continuous the investments and the labors of the people employed in it.

"There is something here, Mr. President, out of the common, which may fairly claim the consideration of the Chief Executive of the Nation that stands first

President Taft Receiving From Mr. Wanam

e Bronze Key of the New House of Business

among the business nations of the world. We would not have dared to let you come here today if it had been mixed up at all with business—except as a system, except that there is in it much more than the fact of the buying and selling of goods. If I think rightly, Sir, since George Washington was President of the United States, no other President has had so many business questions to wrestle with and to think about as William H. Taft. (*Applause.*)

"This historic city was at one time in its past famous for its legal schools, and later for its medical schools. I ask you, Sir, to forget the mere transactions of trade that occur within these walls, and to regard your visit here today as to a new School of Business, that has, as has already been said, in many respects revolutionized commerce. We are saying what John Paul Jones said when commanded by a great English Admiral to surrender his ship: 'I have just begun to fight!'

"What the old Quaker Williamson School does for mechanics in its education by something similar to the old apprenticeship system, this school of business does for the rising generation who are being trained to a new order of methods and measures of commercial life.

"It teaches men and women who have joined its classes to know geography from a new point of view—not alone to tell capitals of States and boundaries of lakes, but also where and how the best products of the world are made; and to know how to help you, Sir, and the Senators, to open a greater outlet for American goods, and by reciprocity to do a larger business for the United States. We are for America all the time! (*Applause.*)

"By scientific analysis and laboratory work they learn to label articles what they really are. To train men and women to earn better wages by developing intelligence that will make them love to be in the ranks of labor and in employments that accord them honorable recognition in the world,—this puts every work upon a basis of rising in the world through promotions, solely upon a civil service competition along lines less theoretical than practical.

"Mr. President, honest, hearty, fairly-paid labor is better than fleets of war vessels to conserve the peace and happiness of any country. To be sure, we have to

have both. The idler and the idiot of any country gravitate to a place beside each other in the lowest rank of humanity, and neither of them adds to the real wealth and prosperity of the country. An uninvested talent is no good to a man nor to a community, and it is equally true that the more a man or a people do, the more it is possible for them to do. It is this new school which you, in your great wisdom have come to crown with your dedication, and it is a school for the good not of one city alone, but of the general public everywhere. This will ever go forth the proclamation of unpatented opportunities free to all people whereby we may pull together for a mightier America starting forward unhampered on a new march of victory over all obstacles.

"The mercantile operations here for fifty years present, in a simple and distinct way, the growth and the advantages of business enterprises conducted without the possibility of outside domination, strictly regulated upon the lines of voluntary and not forced consolidations of combinations, and guided solely by coöperation of labor and the utmost freedom of competition, from all points, all over the world, the best man to win. The bulk of business conducted in this country today by other than shareholders' capital represents the safest, healthiest and steadiest prosperity that can be obtained by any country.

"It is the work, work, work of active men in contradistinction to the idle men who are busy only as investors. It is that kind of labor that produces wealth and most truly safeguards and conserves the country's prosperity. I am not reflecting upon the many honorable and worthy men whose invested money makes possible the necessary extensions of great enterprises to meet the growth of the country, but I am pointing to the sharemaking schemes that do not build nor add to actual values, but which require profits of so much more, thereby compelling higher prices on a thousand things such as shoes, clothing, linen and other necessaries of life and comfort which could otherwise be sold for less.

"A competitive and coöperative business is the antithesis of such trusts as are permitted to monopolize business. This competitive and coöperative organization has been the means of multiplying instead of reducing

for the public the facilities of business and excellence of service. The evolution that began here with this kind of basis—a general store creating large outlets for merchandise—compelled manufacturers at that time to bring their goods to consumers without the intervention of middlemen, and this greatly reduced prices by increased sales and therefore increased production—a great triumph of labor.

"The possible economies of coöperation in merchandise as well as coöperation in management of people, with the mighty regulator of a city full of competition, cannot but be of vast benefit to the people when compared with the Trust-bound operations governed by monopolistic organizations.

"The best prosperity of America is the sight of active smokestacks in operation on every hillside, and the music of the hammers of the workshops in the valleys, and the singing of looms and lathes in the cities and towns.

"Mr. President, this House today stands, first of all:

"For the Labor that created it.

"For full and plenty Labor as the basis of property and prosperity.

"For Free Labor for all men who are willing to work.

"For Labor doubled in value to the world by education and enthusiasm of application.

"The people, Mr. President, believe in you. This organization in which you are participating today has stood for twenty years past for the education of its young people, and the boys of twenty years ago are at the top in many departments of it today. And so also in other places, not here alone, where they have the great idea that it is possible to do things on the basis of freedom to be educated, and freedom to work, and freedom of competition.

"Mr. President,—this is personal—this Nation thanks Mr. Roosevelt for helping to elect you President. He knew his man then—he knew you well, and you are a bigger and better man now than you were then—(*Great Applause*)—because you have had four years of experience. Mr. President, the people, East and West, North and South, believe in you; they believe that you will not permit any portion of this vast Nation to be injured by any other portion, if it is in your power to prevent it.

"Therefore, I venture, upon this auspicious occasion, with this object lesson in front of you, to ask your careful study of the condition of other businesses such as those which are being proved up before your eyes, where you have the demonstration of existing subsidiary corporations; hidden rebates; monopolies of money supplies; large damage accounts masked upon books of record (if public report is to be believed); and combinations plainly against existing laws, unnecessarily advancing rates, raising the cost of living, and checking improvements that tend to increase employment.

"The regular businesses of the old-fashioned type where Labor is the essence of Prosperity, founded upon sound economic principles—such businesses as are constructive and coöperative, these are suffering today. When the shadows of distrust are removed and the labor of many hands is producing something wanted, money, contentment and easier living will return to all people.

"The brakes of constitutional expediency are slowly bringing the train of expansion to a standstill. The long temporizing with business standards and the mathematical and microscopic surveys of existing laws to find ways to defend practices now existing, and to defeat the real meaning of the laws, are hurtful to good times in the highest degree. For this to exist, when no failure of crops and no actual storm-signals of panic appear in the business sky, settles a great hardship upon millions of innocent people whose businesses are tied hand and foot.

"Every factor essential to a great forward industrial movement is at this time present save one: The confidence of business men in one another. That is all there is! Oh it seems such a pity for the man at the helm, anxious for the prosperity of the country, to have to stop and pick the little flies off the wheel, when so many people need to go on with the things that are waiting for a return of confidence. The uncertainty that came in eighteen months ago is still here. It sits down in almost every counting-room and office. It has turned confidence out of doors. Large and safe movements of big constructive business have halted. Such business still hesitates and will hesitate until the potential forces stop that are endeavoring to substitute a new

faith and practice of business in place of the tried principles.

"Mr. President, I appeal to you today. I cannot talk about this building, I cannot talk about myself—I simply have to talk about business conditions. While the clamor goes on it breaks the spirit and discourages the honest, small, unincorporated works of commercial operations that have for so long been our bulwark. To attempt to tire these good people out by temporizing when they have suffered long and much is almost a crime. In the kindest, plainest, poor fashion of a layman, and not a lawyer, I appeal to you, Mr. President, to stand for the old, well-tried principles that are right and eternal, with all your might and power—and let us not only regain and retain but immensely multiply our old prosperities.

"There is a widespread belief that all this country needs to assure its progress is a simple and definite code of constitutional business justice and morality. It is, I believe, an incontrovertible truth that the future power, stability and reputation of our country can only be measured by wealth and high character combined. Wealth alone is not enough; honest industry and persistent labor must also play a large part in the future, as in the wayback past. Wealth can no more be safely created and permanently held by the mere shuffling of securities, than character can be created by shuffling cards.

"In actuality, with high taxation and advanced prices on almost everything, the last three years have been in the main to professional people, business people, and all other people outside of the trusts, empty bottles with large labels of hope and expectations upon each side of them; and this despite the richness and abundance of the soil, the absence of floods and disaster, and the splendid health of the people. The cause is easy to find, and once removed we shall have the greatest prosperity of any nation under the sun!

"Mr. President, if mercantile business is only buying and selling it is a very small affair and narrowing to those engaged in it. The blacksmith and the engine-builder who produce something the world wants are more worthy of honor. If mercantile business disfranchises a man from being a Christian, woe unto the nations of the earth whose population is in greatest

degree other than clergymen, lawyers, doctors and men of the professions! It has never been true that all skaters were navigators like Peary.

"The greatest of all Teachers said, 'Callest thou Me good? There is none good but God.' And therefore, we may not look for perfection in any calling, but we surely and steadfastly may go on toward it, and whatever comes, go on. *Nulla dies sine linea*—no day without a line; and the line that I mean to write in my copy-book every day is for a commerce world-wide, broad-minded and patriotic, to harmonize all nations, and for such service as will help toward their prosperity.

"I fixed for myself for this day's duty to avoid in this address everything personal to myself. I feel, however, that I might be forgiven if at this time—the only business dedication service I have had in my life—I say something as a merchant and citizen that long experience and observation have taught me, and that I believe may be useful to others than myself. You cannot smother the spirit of progress in the ashes by shutting your eyes to it. Every one must do his part. Even the chattering sparrow has as many wings as yonder eagle.

"At this particular time—when the whole world of American business is contracting and standing still in amazement at the vast profits of unequal or inoperative laws of control and at the vast profits of assembled syndicating, and is naturally lamenting the small returns of regular unsyndicated business and the difficulties of making living ends meet with the prevailing high prices—there must be some way to at least begin to get out of the quagmire in which general prosperity is—for the time being—limp and lame. Each individual must by unselfish thought and earnest speech do his part to relieve the situation.

"If from this school of progress, where thirty thousand people are, we could speak in thunder tones to the whole people, I would appeal

"For the Recall of old-fashioned truth-telling in public print

"Editorially, locally, and advertisingly, because the constant and almost unconscious filtration of poison into the body politic and physical is a blood-poisoning that is at least devitalizing.

"For the Recall of respect for law

"And for its prompt and summary administration for poor and rich alike, like unto such practice as exists in the British nation.

"For the Recall of decent respect for rulers

"Called and elected to rule by the voice of the people, which is the voice of God.

"For the Recall to common sense

"Of the learned and unlearned noisy agitators who crowd the sky with vagaries and visions and keep the torch-light to the scaffoldings of builders of prosperity.

"Mr. President, I pass on to you the key to this solid, simple, strong, straightforward building with its foundation of business ethics, its roof of hope and its wide-open doors of four-sided opportunity. You are the Commander of the Army and Navy of the United States. You are not only the head of the administrative work of the Nation, but you are looked to also as the head of the business world of the United States, and I pass this key to you that with your wisdom you may unlock any good that there is here, in any way you see fit, for the general good of mankind."

Mayor Blankenburg introduced the President as follows:

"To have the foremost citizen of the land as the guest of honor on this auspicious occasion is an honor, indeed, which is fully appreciated, not only by the founder, but by the whole citizenship of Philadelphia.

"He represents today one hundred million people, and through him one hundred million people will be advised of the esteem in which one of this vast number, one of our own citizens, is held by the occupant of the highest office in any land.

"It is an office not inherited, but bestowed upon him by the suffrage of a free people; the representative of our great Republic.

"I have the honor and distinction of presenting to you the President."

The President's address, which followed, is to be found at the opening of this book.

The Reverend John F. Carson, D.D., Moderator of the General Assembly of the Presbyterian Church in America, offered a Dedicatory Prayer.

"Almighty God, our Heavenly Father, we reverently worship before Thee this afternoon, and in our homage would render unto Thee most humble and hearty thanks for all Thy gracious and merciful dealings with us.

"We are children of Thy love, and Thy loving kindnesses for all mankind have been many and constant. Let Thy blessing, we beseech Thee, rest upon all who have assembled here, and let Thy favor rest upon us on this occasion.

"We thank Thee, O God, for him whose genius and integrity and enterprise have made possible the achievements which are celebrated today. For his life and all that has entered into it we give Thee praise. For his services to the Church and to the larger interests of the business world, we thank Thee, O God, and we pray that while he is hearing these messages of greeting and of esteem and good will from all men, he may have in his own soul the consciousness of the favor of Almighty God and the richest benediction of His grace and His love.

"Grant, we beseech Thee, that all blessings rest upon the President of these United States, upon the Governor of this State, upon the Mayor of this City, and upon all who are in positions of trust and responsibility.

"Grant, now, we pray Thee, that as this building is thus dedicated to the interests of trade and commerce, to good will between employer and employé, and to the principles of righteousness and honesty in business life, there may be added to all the favor of Him who is our Lord and our King, Jesus Christ, in Whose name we ask it. AMEN."

"A Song of Times," an ode written in honor of the dedication by John Luther Long and set to music by Dr. Horatio Parker, of Yale University, was sung by the Wanamaker Chorus, accompanied by the combined First Regiment and J. W. C. I. Bands and the Great Organ. Dr. Parker in person conducted the music.

The ceremonies were closed by the Bishop of Harrisburg, the Right Reverend James H. Darlington, who

Crowds at City Hall at the Departure of the President

pronounced the benediction. As the organ and the combined bands thundered forth a farewell march, the guests dispersed, large numbers of them to attend the President's Reception in Egyptian Hall, for which special cards of admission had been issued.

Although the President's time was limited, many thousands of people had the pleasure of shaking hands with him, among them some young people—two of them Mr. Wanamaker's grandsons—for whom the day was thus made ever memorable.

When the hour came for his departure the President was again escorted to Broad Street Station by a detail of mounted police and the First City Troop, and left Philadelphia for New York at four o'clock.

THE TWO ODES SUNG AT THE DEDICATION.

Words and music written especially for the ceremony.

A SONG OF TIMES.

WORDS BY JOHN LUTHER LONG MUSIC BY HORATIO PARKER

I—TIME WAS

There was a time when argosies
Of small black ships toiled slowly forth
From Ind and Tyre with merchandise
And burning gems to make us fair.

They, with the trade-winds' goodly help,
Escaping pirates, storm and wreck,
Laid down their costly freight
In a small-paned shop o'er narrow lane,
'Neath smoking lamp where buyer grop'd,
And seller chaff'd and clerk deceived
And for deceit got wage—else naught.

And none came hither but the rich,
The poor fared ill.
He had no shops,
But got his fairing like his meat—
When betters had been served full well—
In cellar deep, where honest ships
Laid down no load with duty paid,
The linen reeked of smuggler's caves,
The cloth was faded on his deck.

That was a time when merchantmen
Were cunning buccaneers of trade
Who out of blessing lived and died.
Though hoary with its warring years
It seems not good, but ill, that time
When trade and guile were gemini,
With honor hid by sounding lies!

II—TIME IS

Ah, blessed we who live in NOW,
With ships of steel—whose masters bow
To neither wind nor wave, but press
Their way to us with might's largess,
And throbbing pulses red with fire,
Past lagging winds, past failing tide,
With wonders never dreamed in Tyre,
To lay them down in places wide.

O, NOW is gold, and Man is good,
And that which decks him better far
Than WAS. His gems, his garments, food,
May hide no flaw, must show no mar.
His mind, outgrown the murky vale
That cradled him and saw his youth,
The utmost reach of hope would scale,
To find its goal in purest truth.

There, air is wide, there, thought is large—
And souls break bond for flight afar;
There Man aspires for Heaven's marge,
To know the farthest reeling star.
O, golden NOW!
O, Time of Light!
O, morrow after passing night!
Man leaves the breast and swaddling clothes
For starry ways!
Who knows, who knows?

III—TIME SHALL BE

Lo! time shall be, that having conquer'd earth,
Mankind shall soar above its fairest heights,
And, girt about with clouds and space, shall still
Rise up, past stars, to search the ether blue.

No thing of all God's making equals Man;
And always must the less the greater serve.
This is the law of things, the law of life.
For man the cattle on a thousand hills;
For him the billowing grain and radiant corn;
The flow'rs are born for him, the sky is bent,
The winds are perfumed, the night is gemm'd for him;
For him all beauty, all desire, all use.

Man was not made for earth, but earth for him,
And in full time he shall possess it all.
Yea, earth possess'd, he then shall pass the stars,
To conquer what is there, to conquer what is there.
Who knows, who knows?
Earth possess'd, he then shall pass the stars,
To conquer what is there.
Man was not made for earth,
The earth was made for Man.

THE GRANITE WALLS RISE FAIR.

WORDS BY JAMES BAYARD WOODFORD.

MUSIC BY J. LEWIS BROWNE.

Lo, where the granite walls rise fair against the morning sky
And catch the golden radiance of the newly-risen sun!
How graceful are the lines of beauty which therein doth lie!
How stately and imposing are they all, when all is done!

But all those arches, chiseled by the artist's facile hand,
Which seem to touch the clouds resplendent in the ruddy light,
And by their beauty win the plaudits of a waking land
But just emerging from the darkness of a sullen night.

Full well we know that all the beauties of that chiseled stone—
Acclaimed of men because uprisen to the morning glow—
Could never thus sustain such flattering homage for their own
But for the sturdy pillars in the shadows far below.

Nor could the sculptor carve his visions on the sun-kissed steep,
Applauded and encouraged by the lovers of his art,
Had not another, long before, laid broad foundations deep
Down in the earth alone, uncheered save by a steadfast heart.

Thou structure broad and high and deep!
Thou building great and strong!—
Majestic as the towering rocks that keep
Impassive vigil while the nations sleep
Unmindful of a wrong:

Still doth thy face beam with a radiant light
As though quick life had been imparted to insensate stone
When are the sombre shadows of a night
Of error exorcised and put to flight
By sunbeams—first caught on thy towering heights alone—
As sunrise heralds a new birth of Right.
Would that thou, like the everlasting hill
Of which thou wert a part
Might ever stand, an emblem of the will
And loving strength of heart
Which, building in the past, and building still,
Hath made thee what thou art,
And thus, unwittingly, hath builded—as one must
Who buildeth for humanity, for human trust
In human purpose, and the ultimate of human Right—
A monument, that from unrisen suns shall catch the light
Which through the unborn centuries will fall upon the height
Where dwells the deathless spirit of the fair and just
When shall thy granite walls have crumbled into dust.

IN THIS MARBLE COURT

THE PRESIDENT OF THE UNITED STATES,

ON THE 30TH OF DECEMBER, 1911,

AT THE CLOSE OF THE GOLDEN JUBILEE YEAR,

IN THE PRESENCE OF THIRTY THOUSAND

CITIZENS, DEDICATED THIS BUILDING,

A LANDMARK OF LABOR AND

A SIGNATURE IN STONE TO

THE POWER OF CONCENTRATION AND CO-OPERATION

IN MERCANTILE PURSUITS,

UNDER FREEDOM OF COMPETITION

AND THE BLESSING OF GOD.

President William Howard Taft—Mayor Rudolph Blankenburg—Architect Daniel H. Burnham—Governor John K. Tener—the Founder, Surrounded by the Wording of the Dedicatory Tablet Expressing the Sentiment and Spirit of the Business.

BOOK TWO.

PUBLIC TRIBUTES.

Editorial from the "North American," Philadelphia, January 1, 1912.

PRESIDENT TAFT'S TRIBUTE.

PRESIDENT TAFT came to this city last Saturday, and in his official capacity as Chief Executive of the United States aided in dedicating the great new Wanamaker "House of Business." He paid to its founder and builder and to retail commerce a tribute which is unique. The honor which he thus conferred on the creator and sole owner of a private business enterprise is probably without parallel in the history of merchandising.

But full significance of President Taft's participation in the ceremonies transcends an indorsement of Mr. Wanamaker and his great work, howsoever cordial the indorsement may be and howsoever richly it may be deserved. For this great department store, which in its organization, its method, and its purposes the President so unqualifiedly approved, has long been of proportions so large that it must be recognized as one of those factors of Big Business which constitute our modern commerce.

The larger significance of President Taft's participation in the ceremonies lies not merely in the fact of a tribute from the highest official source bestowed upon a great and vitally important commercial factor. There is the still more significant fact that the great co-operative retail business houses of the country, although universally recognized as properly belonging to the category of Big Business, received at this time such an indorsement from the head of the government which is either preparing or pushing prosecutions against so many other forms of Big Business.

Among those that have been called to account in some measure are the oil trust, the tobacco trust, the wire trust, the bathtub trust

the sugar trust, the steel trust, the packing trust, the shoe machinery trust, the coal trust and many others.

If in the conduct of a great department store there existed a trace of that monopoly which many mistakenly believe to be an important factor in such business, President Taft would be the last person in the world who could at this time afford gratuitously to take upon himself the burden of vouching for its character.

That President Taft fully understands the foundation upon which every large, successful department store rests is shown by these words from his speech at the Wanamaker dedicatory exercises:

> "With no adventitious aid, with no combinations in restraint of competition, but simply by a natural growth and adaptation of means to an end, this great business was built."

This utterance comes from the President at a most opportune time. For there is a widespread movement being engineered by the enemies of the Sherman anti-monopoly law to convince both the public and the big co-operative retail merchants that their enterprises are being conducted contrary to that law.

So far has this scheme progressed in some parts of the country that the merchants who purchase large advertising space in the newspapers have been frightened into believing that their legitimately conducted business is criminal in the eye of the existing federal statute. And such advertisers, acting, as they believe, for just measures of self-preservation, are trying to induce the newspapers to advocate the repeal of the Sherman law.

The founder of the Store which the President characterized as *"a new instrumentality for the betterment of the condition of men"* showed in every line of his masterful address on Saturday that the success and the permanency of his institution depend upon such freedom of competition as to exclude every element of monopoly. He showed clearly that only upon a foundation thus broadly and securely laid can the benefits of co-operation be justified.

These excerpts from his speech touch on this phase of the subject:

> "The mercantile operations here for fifty years present in a simple and distinct way the growth and advantages of business enterprises conducted without the possibility of outside domination, if strictly regulated upon the lines of voluntary and not forced consolidations or combinations, and if guided solely by

> co-operation of labor and carried on with the utmost freedom of competition. . . .
>
> A competitive and co-operative business is the antithesis of such trusts as are permitted to monopolize business.
>
> This competitive and co-operative organization has been the means of multiplying instead of reducing to the public the facilities of business and excellence of service. Witnesses by the thousands will come into the court and the witness stand whenever called to testify to this fact. This may be put down as a triumph of free and competitive labor apart from the trust methods."

The President and Mr. Wanamaker are right. The department store is one of the best, if not the very best, of illustrations of co-operation and consolidation for the promotion of efficiency and reduced cost, and at the same time not only does it not restrict freedom of competition, but it actually and in the most practical manner promotes such competition.

The capital and the credits upon which a department store does business are not of common origin with those upon which a competing store depends. As yet, no money syndicate which draws its power from Wall Street has acquired a general dominating interest in department stores through the control of credit, as has been done in nearly every big consolidation in other lines of business.

No combination exists among department stores for the purchase of vast quantities of like products made by trust-controlled factories. Indeed, the reverse is true. For it is the policy of the department stores to multiply factories, rather than to restrict or diminish their number.

When a manufacturer's creditor bank withdraws its financial assistance, he frequently finds his business salvation in the department stores. These concerns, to whose interest it is to protect manufacturers and to promote competition in the goods the stores buy, open wide the channels through which the manufacturer can dispose of his unmarketed goods in practically unlimited quantity, and thus they give to him the capital he immediately needs and the assurance of a continuing business.

The concentrated purchasing power of a department store is one of the most effective checks against attempted combination of manufacturers to add to the cost of an article of commerce. For if the stores find the manufacturers making unwarranted increases in prices, they can, by diverting their business to some small competing manufacturer, bring his concern to proportions which will make him a constant and wholesome rival of the attempted monopoly.

There is no factor in commercial life that does more than the department store does in this way to preserve the equilibrium of domestic trade and to discourage hurtful combinations.

The great retail houses cover the entire globe, searching for new materials and better methods to improve the quality of their goods and to reduce cost. They purchase their stocks in the open markets of the world, where they daily meet a hundred thousand competitors.

The department stores have no way of compelling patronage through the monopoly of bank-credits or of transportation facilities. They cannot by the brute force of their bigness compel customers to purchase their merchandise.

One successful department store begets another department store. The second begets a third, and so on. But so complete is the freedom of competition that department stores are not left to compete alone with one another. Each department of these big co-operative stores has for competitors the strong and prosperous retail houses which deal only in their special lines of merchandise.

Thus, the shoe department must compete with the shoe department of every other department store, and with the scores and hundred of aggressive and alert houses that deal only in shoes. And so with the clothing department, the furnishing department, the millinery department, and nearly every other department that can be named.

The department stores themselves are constantly training enterprising young men to become competitors of their teachers, if not in a general way, at least in special lines.

Every large city can show such thriving business houses growing up in the very shadow of the big stores where the young rivals learned the business of buying and selling.

The department store—unlike a trust—which depends, in any measure upon monopoly, cannot extend the principle of co-operation beyond the unit of greatest economy. As soon as that point is passed, the natural trade law of competition immediately checks the combination.

When the President of the United States came to Philadelphia to assist in dedicating a department store, the honor was something more than personal or individual. It was to all honorable merchants. It was in recognition of the fact that the business of merchant has been raised to a level with that of the leaders in the professions, and that he belongs with the genuine captains of industry.

And in the largest sense it was official recognition of a kind of enterprise which obeys the natural laws of trade, which effects com-

binations to promote economies, but which imposes no illegal tax upon the public, if for no other reason because it cannot. The element of monopoly in no way enters into its operation. It is a combination which promotes competition and tends to lower the cost of living.

Editorial from The Philadelphia Press, December 31, 1911.

A FITTING RECOGNITION.

President Taft yesterday gave a wise, fit and national recognition to the man, the occasion and retail trade itself in all its manifold branches by his visit, as the Chief Executive of the nation, to the great store in this city which is itself a monument and commemoration of the half century of Mr. John Wanamaker's business career.

All business has been transformed in his lifetime. It has grown in volume as never before. Modern retail trade represents a vast addition to the general good and an addition almost as great to the burden and responsibility of the manager and owner. It is this, doubtless, which, after a career of unparalleled success in his chosen work and field, suffused Mr. Wanamaker's speech yesterday with a consciousness of struggle and conflict as well as of triumph and achievement.

But he, more than any other one man, has advanced and elevated the work, position and province of the creator and manager of a great retail store. He has given this branch of business its ideals and standards. He has taken the principle and practice of one price to all, which the French began, and made it universal in retail trade. He has given to publicity its fit and full office and has sought and jealously kept good in the Store the promises made out of it. He has immeasurably dignified the work of selling at retail by seeking to make each bargain "good for both ends," and always open to calm revision by the customer.

These changes have all worked for the elevation of all, from cash girl to proprietor, from the smallest purchase to the largest and most lavish order. It is no accident that the greatest retail stores in the world are in the two most democratic of lands, France and the United States, Republics both, and that the President of one Republic has just honored Mr. Wanamaker with the Cross of the Legion of Honor, and that the President of the other was present yesterday at the close of the celebration of his great work in business.

The imposing building he has erected, the business he has built up, and all he has acquired, are the smallest part of his achieve-

ment. He has elevated a calling. He has opened the door of opportunity to thousands. He has himself furnished a conspicuous example of the great fact that if the work of trade be rightly done it brings benefit to city and to community, raises the standards and methods of business for a nation and widens the general well-being.

Editorial from the Philadelphia Record, December 31, 1911.

HALF A CENTURY OF SUCCESS.

Every man begins his career with some purpose, some end that he means to attain, some vision that he hopes to realize. With many it may be nothing more than an improvement in his material condition. But with a very large number of men it is something greater than that; it is independence in the sense of "working for himself" instead of some one else; or it is wealth or distinction or political power, or fame in literature or art, or recognition at the head of his profession. But few there are who can look back over a long life and feel that they have attained the point aimed at, or even approached it.

The quality of greatness is not very widely distributed. The mental grasp, the achieving will, the unflinching courage, the instinct of prompt and always correct decision, the knowledge of men, the gift of organization, the unerring foresight, which go to make up the highly successful man in any line of activity are combined in few persons.

Standing in the finest "House of Business" in the world with the President of the United States, the Governor of Pennsylvania, and the Mayor of Philadelphia to grace the imposing ceremonies which concluded the Jubilee Year of his commercial career, Mr. John Wanamaker has the satisfaction vouchsafed to so few of knowing that he has succeeded. If he had not attained his ideal, that ideal must have been an uncommonly high one. He has made himself the foremost merchant of his time. He has led a revolution in business methods. He has made his name as well known in the old world as in the new.

And yet he has been much besides a merchant. He has made himself a power in politics. He has been a leader in philanthropy. His generosity but recently secured for him honors from the French Government. No layman is better known for his religious work and his services to the Church. Nearly twenty years after leaving the Cabinet of President Harrison his impress upon the postal service survives. He has the rare satisfaction of looking back over fifty years of astonishing success.

Editorial from the Public Ledger, December 30, 1911.

THE PRESIDENT'S TRIBUTE.

The presence of William Howard Taft, President of the United States, in this city this afternoon is undoubtedly a tribute to the constructive genius of Mr. John Wanamaker—but it is something more than that. It is recognition by the first citizen of the land of the modern and better business methods with which a preceding generation was wholly unfamiliar. The President is a believer in commercial honesty. Just as he will not concede that there is one standard of morals for the private citizen and another for the public official, he would not agree that the ethics of the counting-house are more elastic than the ethics of the library or the study.

There are commercial laws, to be sure, that cannot be evaded, and among these is the individual responsibility of any party to a trade, but even this responsibility, rigorously exacted, is not conducive to good understanding between the buyer and the seller.

Mr. Wanamaker has revolutionized the system of retail trade not only in America but throughout the world, and perhaps the innovation that first forecasted impending change was the position he took more than thirty-five years ago, or after he moved to the old building which gave way to the present magnificent structure. He might as well have emblazoned on the walls and imprinted upon the stationery the declaration *"The Buyer Cannot Err,"* for from that time until the date of this dedication the business has been conducted upon the principle that the customer who has made a purchase and is dissatisfied can get his or her money back, or can exchange upon favorable terms for some other article. This is nothing new to the rising generation, for following the Wanamaker lead others have learned the value of confidential relations with the buying public; but in an earlier day the assumption that "the customer is always right" and that the buyer must be satisfied, at whatever cost, was considered a dangerous principle. The downfall of the house of Wanamaker was freely prophesied, but all the time it was building, building upon new foundations, so that today the superstructure is honored at a Jubilee Dedication by the most distinguished citizen of the Republic and the most influential Executive in the world.

It is not the merchant who is thus honored, so much as it is the publicist; the man who creates is something more than a dealer in intrinsic values; he is an economist who reduces his theories to practice, a philosopher whose teachings have proved their own value, and an innovator who has made the experiment of yesterday the demonstrated truth of today. If to enlarge the perspective of

the business world is to become a benefactor of mankind; if to bring the merchant and his customer so close together that there is a community of interest between them beneficial to both; if to afford employment to thousands and enjoyment to tens of thousands be statesmanship, then the Honorable John Wanamaker is a statesman of the first rank.

The President of the United States honors his great office and meets with the approval of a great commercial people, when in a great commercial city he dedicates, as it is his office to do this afternoon, a building which represents the fruition of a life devoted, as Mr. Wanamaker's has been, to the welfare of the community in which he was born and in which he has spent his life, except when temporarily called away in the public service.

Radical departures from the beaten path, made by Mr. Wanamaker years ago, are the commonplace business axioms of today. His is not the only store that permits the return of goods—but it was the first and only store at one time. His is not the only system that assumes the permanency of a customer's friendship, provided that customer is treated fairly—but time was when nearly all retail merchants seemed to proceed upon the theory that they were public benefactors and the people clients rather than patrons. And through his good offices there has come a better understanding among merchants themselves. Mr. Wanamaker's most ardent admirers are found among his competitors, who recognize in him the pioneer who blazed the way to a better day.

One President, Benjamin Harrison, called Mr. Wanamaker to his Cabinet, and now another President, a score of years later, will testify to the worth of the great Philadelphia merchant as a private citizen, whose work will be typified and reflected by the company that assembles this afternoon.

SOME EXTRACTS

FROM

LETTERS AND TELEGRAMS

SENT TO

MR. WANAMAKER and to MR. RODMAN WANAMAKER

With Characteristic Expressions of Congratulation.

From the Honorable Joseph Buffington, Judge of the U. S. Circuit Court of Appeals, Pittsburgh, Pennsylvania.

"Will you please extend to your father personally my congratulations and say to him that in my judgment he has worthily won the title of *'the greatest merchant of the world'!"*

From the Honorable George B. Orlady, Judge of the Superior Court of Pennsylvania.

"The continuing honors to your distinguished father are well merited, and I heartily congratulate all who are associated with him in the added fame his personal friends and admirers are showering on him."

From the Honorable Samuel J. McCarroll, Judge of the Court of Common Pleas, Dauphin County, Harrisburg, Pa.

"With thanks for your courtesy, and trusting that the occasion will be of very great interest and long to be remembered, I am, etc."

From the Honorable George J. O'Keefe, Court of Special Sessions, New York City.

"Wishing you all success and a continuation of the name and fame which has been deservedly yours for so long a time in the business world, I am, etc."

From the Honorable Leonard A. Giegerich, Justice of the Supreme Court of New York.

"With every good wish for the success of the new Store, I am, etc."

From the Honorable Joseph F. Mulqueen, Justice of the Supreme Court of General Sessions, New York City.

"My best wishes for the success of the occasion!"

From Rear Admiral Washington Lee Capps, Formerly Chief Constructor, U. S. Navy.

"Having spent a great deal of time abroad, and having only recently returned from an extensive tour around the world, I can say with entire sincerity that the new building of Mr. Wanamaker's is quite the handsomest and most effectively arranged of any building of the kind I have ever seen; and I desire, moreover, to commend especially that feature of the establishment which provides for the public so much good music. I have personally taken great pleasure in attending many of the organ recitals in the Grand Court, and I think that this one feature alone entitles your distinguished father to the sincere thanks of the community to whose welfare he has contributed so much."

From Major-General Frederick Dent Grant, Eastern Division, U. S. A., Governor's Island, New York.

"General Grant would have been especially happy to join in honoring Mr. Wanamaker, and he presents warm regards and thanks with his regrets."

From His Excellency, Governor Chase S. Osborn, of Michigan.

"Governor Osborn congratulates Mr. Wanamaker on the achievements of the past and extends his best wishes for the future."

From His Excellency, Hon. Albert W. Gilchrist, Governor of Florida.

"John Wanamaker's name stands forever as a monument to successful business methods, to well-directed industry, honesty and success."

From His Excellency, Hon. E. F. Noel, Governor of Mississippi.

"I thank you most heartily for the kind invitation. The House of Wanamaker has won a name for fair dealing and honest business methods that is known from one end of this country to the other. Its immense business has been built on principle, and its success is deserved."

From Hon. W. O. Head, Mayor of Louisville, Kentucky.

"The firm of Wanamaker is known the world over as progressive, successful and honest. Wishing for it a happy and prosperous New Year, and if possible, greater success, I am, etc."

From Hon. Carter H. Harrison, Mayor of Chicago, Illinois.

"Please accept my congratulations upon your achievements."

From Hon. John F. Fitzgerald, Mayor of Boston, Massachusetts.

"Assuring you of my best wishes for the continued prosperity of the house of Wanamaker, I am, etc."

From Hon. George T. Oliver, U. S. Senator from Pennsylvania.

"I congratulate the 'House of Wanamaker' on its long and honorable career, which I trust may be continued far beyond the life of anyone now living."

From Hon. W. G. Sharp, U. S. Representative from Ohio.

"I regret very much that I cannot be present at an occasion that so fittingly celebrates the achievements of a great man and a great business."

From Hon. James M. Curley, U. S. Representative from Massachusetts.

"Of John Wanamaker I would say that a serene and ripened age is surely the homage that Nature pays to virtue."

From the British Consul General, New York.

"Mr. Courtenay Bennett wishes to express his hope that the new House of Business may be a great success and that the management will sustain the reputation of the Old House."

From the Minister of Venezuela, Washington, D. C.

"M. Pedro Ezequiel Rojas, Minister for Venezuela, desires to congratulate Mr. Wanamaker upon the brilliant success he has made in the mercantile world."

From the Consul General of Venezuela, M. Pedro R. Rincones, New York City.

"I beg you to accept my cordial congratulations on the splendid success you have achieved, and I hope that your business will continue to grow in the future as prosperously as it has in the past."

From Djelal Munif Bey, the Consul General of Turkey, New York.

"The Ottoman Consul General, Djelal Munif Bey, avails himself of this opportunity to offer Mr. Wanamaker his best wishes for greater success."

From the Consul General of Brazil, New York City.

"Mr. Manuel Jacintho Ferreira da Cunha, Consul General for Brazil, avails himself of the opportunity to wish the everlasting continuance of the success that has marked the wonderful career of this business."

From Hon. George B. Cortelyou, Formerly Secretary of the Treasury.

"Please present my kindest regards and congratulations to your Father."

From Oscar S. Straus, Formerly Secretary of Commerce and Labor and U. S. Minister to Turkey.

"With sincere regards to your esteemed father, and with the hope that he may for many years enjoy the fruits of his industry, his distinguished abilities, and his benevolent labors, I am, etc."

From Hon. James M. Beck, Formerly Assistant Attorney General.

"Thanks for the invitation, and best wishes for a successful occasion."

From Hon. Thomas L. Hicks, Formerly Postmaster of Philadelphia, Pennsylvania.

"It will afford me much pleasure to be present. Let me extend the compliments of the season and best wishes for your health and happiness in the future."

From Hon. James S. Clarkson, Formerly First Assistant Postmaster General.

"I send to you, for this last great achievement in a life of great achievements, my cordial congratulations, and also my wish for a Happy New Year for you and your family. With pleasant memories of our past associations together, I am, etc."

From Hon. William R. Willcox, Formerly Postmaster of New York City, and Chairman of the Public Service Commission, New York.

"Please convey to Mr. John Wanamaker my regrets and the compliments of the season.

From Hon. William McCarroll, Public Service Commissioner, New York City.

"Your invitation is unusually suggestive and impressive. It seems to me that it not only marks an important epoch in the history of your business, but it is of interest and importance to a wide community. The establishment and conduct of your great enterprise have been an example of business methods on a scale and of a character which have made a standard and furnished a model of industry, enterprise and probity which have been recognized not only in the commercial life of the country, but by its people also, and indeed by a large part of the world, to whom the name of Wanamaker has become known.

"Not only this, but the business has reached out so widely that it has to a very large extent brought advantages and comforts to a multitude of homes, and in this respect it illustrates the modern conception of business, viz., that it must be conducted with a real regard for the interests of its customers on the basis of the most scrupulous honor in all of its relations. It is, therefore, right that to John Wanamaker should come—as it does—the crown of a successful business and a successful life."

From Hon. Michael J. Drummond, Commissioner of Public Charities, New York City.

"With best wishes for continued success."

From Hon. William McAdoo, Chief City Magistrate, New York City.

"Were I not holding court on the day in question, I would take great pleasure in testifying by my presence to the esteem in which I hold John Wanamaker. I wish him many happy New Years, etc."

From Hon. Charles B. Stover, President of the Department of Parks, New York City.

"As an old Pennsylvanian, I have ever been interested in the prosperity of your House, and I sincerely wish for its continuance and growth."

From Hon. George Cromwell, President of Borough of Richmond, New York City.

"I thank you for compliment of your invitation. Please present my respects to Mr. Wanamaker."

From Hon. Alfred E. Steers, President of the Borough of Brooklyn, New York City.

"Thanking you for the invitation and extending my heartiest congratulations on the completion of the new building, I am, etc."

From Hon. William A. Prendergast, Comptroller, Department of Finance, New York City.

"My cordial and best wishes and my congratulations to your distinguished father and guest."

From W. H. Porter, Treasurer of the Chamber of Commerce and Director of the Chemical National Bank, New York City.

"I hope the occasion will be memorable in the history of your great house and of the marvelous success achieved by your father and yourself, and it will, I know, be most enjoyable to all who are so fortunate as to be present. With warmest thanks for your kindness, and best wishes for your continued and ever-increasing growth and prosperity, I remain, etc."

From J. B. Martindale, President of the Chemical National Bank, New York City.

"Please express to your father my very best wishes for the New Year and my congratulations upon his wonderful success in every way."

From Francis Halpin, Cashier of the Chemical National Bank, New York City.

"Kindly convey my congratulations to Mr. Wanamaker on the successful completion of his building in Philadelphia, and my best wishes for the coming year."

From Walter E. Frew, President of the Corn Exchange Bank. New York City.

"Trusting that the new building and the New Year will bring large increased business to you, I am, etc."

From John C. VanCleaf, The National Park Bank, New York City.

"Permit me to congratulate you on the success already attained during the past fifty years, and to express the hope that the rounding out of the century will find your House far in advance of even your own expectations."

From John F. McKeon, The National Park Bank, New York City.

"Thanking you for the courtesy, and wishing your institution and its officers great success in the years to come, I am, etc."

From J. J. Alexander, President of the National Bank of Commerce, New York City.

"Your courteous remembrance is highly appreciated, and I would esteem it a favor if you will extend to Mr. John Wanamaker my heartiest congratulations and very best wishes."

From Henry A. Smith, Vice-President of the National Bank of Commerce, New York City.

"With the compliments of the season to Mr. John Wanamaker and your good self, and the hope that the New Year will hold a full measure of prosperity for you both, I am, dear sir, etc."

From James Graham Cannon, President of the Fourth National Bank, New York City.

"Please present my heartiest congratulations and best wishes to your father."

From Isaac N. Seligman, Banker, New York City.

"Will you kindly convey to your father my congratulations on the formal opening of his New House of Business, also my wishes for a happy and prosperous New Year? With regards to yourself, believe me, etc."

From Isaac V. Brokaw, Merchant, New York City.

"It would have been a great pleasure for me to be able to attend these ceremonies, as I have always admired your great business, and I should like to have paid my respects to you on the closing of your Jubilee Year. With my hearty wishes for your continued success, I am, etc."

From Frank Dale LaLanne, President of the National Board of Trade.

"I wish you all honor, happiness and many good years, with the greatest father in the world as your model."

From Henry Sidenberg, Merchant, New York City.

"It afforded me great pleasure to meet your esteemed father at the luncheon tendered him here a few weeks ago, and to congratulate him on the fiftieth anniversary of his business career. And I congratulate him again now, and wish him many years of good health and strength to continue the good work that he is so interested in."

From Edward B. Smith, Banker, Philadelphia.

"After all that has been said of the magnificence of your great enterprise, words of mine would seem superfluous; but I do desire to congratulate both your father and yourself, and to wish you both many happy and prosperous years to come."

From Effingham B. Morris, President of the Girard Trust Company, Philadelphia.

"Present to your father and accept for yourself my cordial congratulations and good wishes for the coming years."

From George Harrison Frazier, Banker, Philadelphia.

"I appreciate the invitation, and with best wishes for a happy and prosperous New Year, I am, etc."

From William F. Rolph, Philadelphia Manager of R. G. Dun & Co., Mercantile Agency.

"With thanks and wishing you the health, happiness and prosperity you so richly deserve, I am, etc."

From William P. Humes, President of the Bellefonte National Bank, Bellefonte, Pa.

"I have known your father for many years, and appreciated being present to witness this great testimonial in his honor. Please remember me most kindly to him. Wishing for you both a most Happy New Year, I am, etc."

From Mr. Ira McJunkin, Butler, Pa.

"I have always been a devoted admirer of the sterling character of the Honorable John Wanamaker, appreciating his worth and usefulness as a business man and a patriotic citizen."

From Hon. Henry C. Kelsey, Ex-Secretary of State of New Jersey, Vice-President of the Mechanics' National Bank, Trenton, New Jersey.

"Heaven's choicest blessings for thee and thine. I greatly appreciate the compliment of the invitation."

From William D'Olier, Banker, Burlington, New Jersey.

"I wish him continued happiness and I hope also that the celebration will be in every way pleasing to him. I have had the honor and pleasure of knowing him for a great many years and have observed his highly honorable, successful career with pleasure and pride."

From James B. Forgan, President of the First National Bank, Chicago.

"Mr. Forgan extends to Mr. Wanamaker and his associates best wishes not only for a successful function in connection with the opening of his New House of Business, but for a Prosperous and Bright New Year."

From A. F. Banks, President of the Elgin, Joliet and Eastern Railway Company, Chicago.

"With very kindest regards and wishing you a Merry Christmas and a Happy and Prosperous New Year, I am, etc."

From Melville E. Stone, General Manager of The Associated Press.

"Thanking you for your kind remembrance and wishing you all success, I am, etc."

From Arthur Brisbane, President of the New York Evening Journal Publishing Company.

"I congratulate you upon the constant growth and development of a wonderful undertaking."

From John Temple Graves, Editor of the New York American.

"My regards and congratulations to your father and to you."

From Bradford Merrill, Publisher of the New York American.

"Nothing would have given me more pleasure than to go to Philadelphia to the Breakfast in honor of Mr. Wanamaker, one of the great men of our times."

From Adolph S. Ochs, Editor of the New York Times.

"Please consider me present in spirit, for I heartily join in the felicitations of the occasion. Wishing you a Happy and Prosperous New Year, I am, etc."

From W. E. Lewis, Editor and Proprietor of the New York Morning Telegraph.

"Above all things, I should like to be present to do honor to your father and to shake hands with you again. With my best wishes for you and your father, and earnest regrets that I cannot be present, I am, etc."

From W. J. Pattison, Publisher of The Evening Post, New York.

"I wish to take this opportunity to extend to you my hearty congratulations on your very handsome new business home, and to

say that I hope that the success which the future may have in store for the House of John Wanamaker will fully merit the handsome and completely-equipped building which you are about to dedicate."

From Condé Hamlin, Publisher of the New York Tribune.

"Trusting that this ceremony will be as successful as the others which have marked your Jubilee Year commemoration, and thanking you for the honor of the invitation to be present, I am, etc."

From H. H. Kohlsaat, Editor of the Chicago Record-Herald.

"Please convey to your distinguished father my heartiest congratulations and say to him that I consider his best monument to be the daily pounding into his salespeople of the sound principle that honesty, courtesy and fair dealing mean more than marble and stone. With best wishes for continued prosperity, I am, etc."

From Louis M. Hammond, Business Manager of The Boston Evening Transcript.

"It would be a great treat and a pleasure to me to meet the founder of your great establishment. May I have the honor of sending him the best wishes of just a hard-working newspaper man?"

From Samuel Bowles, Editor of The Springfield Republican.

"Mr. Bowles hopes that the occupancy of the New House may be attended with continued and increasing prosperity for the establishment, indefinitely, through the coming years."

From W. C. Steigers, Manager of The St. Louis Post-Dispatch.

"With congratulations and best wishes for the New House of Business, I am, etc."

From W. E. Gardner, of The Post-Standard, Syracuse, N. Y.

"I hope that the tribute of the Dedication in honor of Mr. Wanamaker will prove in all ways worthy of his marvelous achievements."

From J. W. Doubleday, of Doubleday, Page and Company, Publishers, New York.

"I wish you all the pleasure and satisfaction you deserve. What can I say more? With kind regards and best wishes, I remain, etc."

From Condé Nast, of The United Publishers' Corporation, New York, and Editor of Vogue.

"Mr. Condé Nast begs to extend his congratulations and best wishes for distinguished success in the New Building."

From Frank A. Munsey, Editor and Proprietor of Munsey's Magazine.

"With kind regards, and wishing you every success, I remain, etc."

From Mitchell Kennerley, Publisher, New York.

"I take this opportunity of expressing my admiration for the practical idealism which has gone into the great Wanamaker Business."

From Albert Shaw, Editor of The Review of Reviews.

"My congratulations on the Dedication of your new House."

From Charles D. Lanier, of the Editorial Staff of The Review of Reviews.

"Thanking you for the invitation, and with hearty congratulations, I am, etc."

From William Seaver Woods, of the Editorial Staff of The Literary Digest.

"Many thanks for your most kind invitation. May yours be a House of prosperity! With best greetings, I remain, etc."

From J. A. Lutz, of the W. B. Saunders Company, Publishers, Philadelphia.

" . . . . an occasion presented to pay homage to a man, a Christian, a merchant, who stands today as far above other citizens of this city as his business and his building tower above their surroundings."

From Isidor Straus, Merchant, New York.

"Mr. Straus desires to avail himself of this opportunity to wish for the founder and his co-laborers a long, happy and successful career in the new premises."

From Henry Siegel, Merchant, New York.

"With all good wishes and compliments of the season."

From Patrick Francis Murphy, President of the Mark Cross Company, New York.

"Will you kindly convey to Mr. Wanamaker the expression of my distinguished regards, and my best wishes for the continued prosperity of your House?"

From Robert C. Ogden, formerly the Chief of the New York Wanamaker Store.

"My congratulations to you and to your father. May every success attend the Dedication, and next year be the best of all the years!"

From Louis Krower, of Krower and Tynberg, Merchants, New York.

"I have always been an ardent admirer of Mr. Wanamaker and in sympathy with his high ideals of business ethics, which cannot be too highly commended."

From John R. Butler, Vice-President of the Simpson-Crawford Company, merchants, New York.

"In the meantime I wish to extend to Mr. Wanamaker my most heartfelt felicitations on the consummation of his great work, and to wish him many, many years of life to enjoy his well-earned success."

From Morris Bernhard, Wholesale Merchant, New York.

"My personal experience, covering a period of thirty years in which I have sold your House goods, has been one of unbroken courteous treatment and high-class dealings on the part of the Wanamaker house and its representatives."

From Alexander H. Meyer, Merchandise Counsel, New York City.

"John Wanamaker's New York Store was my inspiration for a line of work which has brought me both fame and fortune. More than five hundred department stores throughout the United States and Canada depend upon me to tell them what the Wanamaker New York Store is doing daily, so that they may benefit by the methods and the character of the merchandise offered. I extend my sincerest good wishes."

From Joseph B. Shea, Manager of Joseph Horne & Company, Pittsburgh.

"My best wishes for a most successful Surprise Breakfast and a most impressive Dedication."

From Richard V. Mattison, of Keasbey & Mattison Co., Manufacturers, Ambler, Pa.

"I most cordially join with all progressive men in hailing Mr. John Wanamaker as the foremost citizen of Philadelphia, and one of the greatest in our nation."

From John G. Shedd, President of Marshall Field & Co., Chicago.

"Mr. Shedd desires to thank Mr. Wanamaker for the courtesy of this invitation and very much regrets that previous arrangements will prevent his being present at that time. He wishes Mr. John Wanamaker and yourself the very best possible success in the new store."

From Nathan Snellenburg, Merchant, Philadelphia.

"Mr. Nathan Snellenburg thanks Mr. John Wanamaker for his kind invitation to the Ceremony of Dedication on December thirtieth, and regrets that absence from the city will prevent his attendance. Mr. Snellenburg trusts, however, that the affair will be an unqualified success in every respect."

From Edwin P. Williams, Purchasing Agent of the Baldwin Locomotive Works, Philadelphia.

"Thanking you for your attention, and with best wishes for the complete success of the undertaking, I remain, etc."

From B. F. Devrees, Merchant, Philadelphia.

"I wish to say that as a citizen of Philadelphia, and as a merchant, I take great pride in the beautiful Store and the wonderful business success of your father. Having known him and of him since 1861, the days of Henry Lewis and A. T. Stewart, I am very pleased to congratulate him on the 30th."

From Joseph May, Merchant, Philadelphia.

"I would extend to your firm an acknowledgment of the satisfaction it has been to me to be your customer from, I think, the opening of your store, with thanks for favors accorded me, and sincere good wishes for the continued and permanent prosperity of your firm, and for the personal welfare of all united in it and of all who have the good fortune to be your employés."

From Edward A. Filene, Merchant, Boston.

"I congratulate you on the fact that you now have in Philadelphia, as in New York, a fit frame for the great business ideas of your house. Your father and his associates have certainly done wonders in the development of retail distribution, and I rejoice that he is living in full vigor to enjoy the completion of this monumental enterprise. Wishing him and all connected with him continued success, and with renewed congratulations, I am, etc."

From Edward S. Payson, President of the Emerson Piano Company, Boston.

"I wish you continued success, and may you and your honored father live long and enjoy the fruits of your life's work!"

From Myer Newberger, Merchant, Parkersburg, W. Va.

"I have watched the erection of the stupendous building you are to dedicate just as I have admired the great energy in the establishment of the Wanamaker Store. It is fitting that the completion of so great an undertaking should be celebrated by the President of the United States."

From Frank Warfield, Vice-President of the Bellefonte Lime Co., Bellefonte, Pa.

"I trust the coming years have in store nothing but prosperity and all it implies, for you and your magnificent establishment, the wonder, not alone of Philadelphia, but the wide world."

From H. F. Weaver, Merchant, Gettysburg, Pa.

"In my estimation, as well as that of all people, your father is the world's greatest merchant. I should not be only pleased, but would consider it a great privilege to be present on the occasion of the Dedication of the Greatest House of Merchandise, and thus have some part when honor is being done one for whom I have always had the deepest regard. It will ever be a joy to me that at one time I had the honor of a personal acquaintance with your father. Hoping that the closing of the Jubilee Year commemorations may be a fitting climax to all that has gone before, and that there may be many anniversaries of this joyous occasion for your revered father, I am, etc."

From Follmer Clogg & Co., Manufacturers, Lancaster, Pa.

"Accept our heartiest congratulations upon the completion of the New Wanamaker Store and upon the celebration of fifty years of active business life. May your stores continue to grow and prosper and your own life be spared for many more years of usefulness."

From Louis Sherry [by telegram], Proprietor of Sherry's, New York.

"Many thanks. Wishing you a happy and prosperous New Year."

From George C. Boldt, President of the Waldorf-Astoria Hotel Company, New York City.

"I was glad of the opportunity to shake hands with your father on Dedication Day and to congratulate him upon his splendid achievements. That magnificent affair over there, and the way people poured out to do him honor, were in every way fitting tributes to his wonderful career, and I trust he may yet have many years of usefulness before him. Let me also wish for you and yours all the good things a kind Providence may shower upon you."

From William C. Muschenheim, Proprietor of the Hotel Astor, New York.

"Mr. William C. Muschenheim appreciates Mr. Wanamaker's courtesy and expresses a hope for the continued prosperity of the great House founded by him."

From E. M. Tierney, Manager of the Sweeney-Tierney Hotel Company, New York City.

"I would deem it a great personal privilege to be at this felicitous function, because I entertain for Mr. Wanamaker much esteem and admiration. With my best wishes for his continued health and prosperity, I remain, etc."

From R. M. Haan, Hotel St. Regis, New York City.

"Wishing you and Mr. Wanamaker a Happy New Year and further success in your great enterprise, I am, etc."

From Thomas M. Hilliard, Manager of the New Vanderbilt Hotel, New York City.

"Wishing the greatest success possible for your father and yourself and the big business you are engaged in, and all the prosperity that should come your way, I am, etc."

From Charles L. Taylor, President of the Carnegie Hero Fund Commission, Pittsburgh, Pa.

"Wishing you the compliments of the season, and a prosperous and bright New Year, believe me, etc."

From Arthur Foote, Musician and Composer, Boston.

"Musicians honor John Wanamaker for what he has done for their art."

From Dr. T. W. Hunt, Professor of English, Princeton University.

"I congratulate you and your father on the splendid example you have given these many years of business methods and efficiency. It is an honor not only to American business, but to the American Nation at large."

From Howard E. Randall, Randall School, Philadelphia.

"I send you many and warm congratulations on the success of your efforts and share with you in the pride of your achievements. Philadelphia has every reason to be proud of the wonderful structure you have built and equipped—you have added much to the beauty and charm of the city. With many good wishes for the future, I am, etc."

From Dr. William Mann Irvine, Head Master of the Mercersburg Academy, Mercersburg, Pa.

"What a wonderful team your father and you make! You are a magnificent example to the whole world. You should also be congratulated most heartily on the tremendous success which has come your way. I hope that your father will be spared to you many years to come, and I trust that neither of you will work so hard as to break down in health."

From Hon. William H. Maxwell, Superintendent of the New York City Schools.

"I wish the house of Wanamaker all success in their great undertakings."

From Frank W. Pine, English Department of the Hill School, Pottstown, Pa.

"May I express through you my personal appreciation of all that Mr. John Wanamaker stands for both in business and in public life? It is heartening to note that the brightest standards of business integrity are not incompatible with success. With best wishes for many more years of health and prosperity to the Honorable John Wanamaker, typical American merchant and citizen, I am, etc."

From the Rt. Rev. John Scarborough, Bishop of New Jersey.

"Bishop Scarborough presents his congratulations on the completion of this great work."

From the Rev. Charles L. Slattery, D.D., of Grace Church, New York.

"Dr. Slattery begs leave to send his congratulations."

From the Rev. J. R. Miller, D.D., of the Presbyterian Board of Publication, Philadelphia.

"Before your Jubilee Year closes I want to write just a word or two of a personal nature. People from all over the world are saying fine things to you about the wonderful achievement of your life. I rejoice in all this, and I want to tell you a little of what all this means to me. More than forty-two of these fifty years of yours it has been my privilege to work in my quiet little way close to you.

My personal interest in what you have been doing has been closer than you have known. I have seen much of your life from the inside. I have been your friend, loving you and deeply interested in everything, and so I am very proud of what you have achieved.

"It is with this feeling that I regard the culmination of your Jubilee. It makes me glad for the honor you have won. It makes me still more glad for what you have done for the world. So I am rejoicing with you and thanking God for your life.

"This is all I want to say. You understand my feeling, one that is personal and sincere. I am glad you have lived to bring your work to such splendid completion, and my prayer is that you may be spared yet many more years to enjoy the honor that is yours.

"Faithfully yours, etc."

From the Rt. Rev. Mgr. William Kieran, D.D., St. Patrick's Church, Philadelphia.

"I shall try to present in person my warm congratulations to your honored father, on the marvelous success of his wonderful career as citizen and merchant, and my best wishes that in the years to come he may attain in this life and the next, the end of all his heart's desires."

From the Rev. Joseph W. Cochran, D.D., Philadelphia, Secretary of the Board of Education of the Presbyterian Church.

"Please accept my sincere and hearty congratulations upon this the consummation of your cherished hopes and plans. Wishing you a very happy Christmas, and trusting the New Year may have in store for you an abundance of rich blessings, I remain, etc."

From the Rev. Dr. James Crawford, Christ Reformed Church, Philadelphia.

"Dr. Crawford extends to Mr. John Wanamaker cordial congratulations upon his phenomenal success as a revolutionist, through whose enterprise modern and commendable business methods have displaced those which were antiquated and unsatisfactory. The old Store, like the 'old, old, story,' continues to be ever new, and holds a distinguished position on the firing line in the peaceful struggle of ministering to the wants and needs of a large and growing city."

From the Rev. Carl E. Grammer, D.D., St. Stephen's Church, Philadelphia.

"The Rev. Carl E. Grammer congratulates Mr. Wanamaker upon the completion of this great edifice, and also upon his career in the community as a Christian merchant and a patriotic citizen."

From Rabbi Leon H. Elmaleh, Synagogue Mikve Israel, Philadelphia.

"I am glad of the opportunity to extend to you my best wishes for the continuous success of the Wanamaker Store which has done much not alone for the good of Philadelphia but for the business world in general."

From the Rev. William P. Fulton, D.D., Philadelphia.

"I congratulate Mr. Wanamaker on his splendid achievement. The new Store is beautiful in its architectural proportions, magnificent its equipment, and most admirably adapted to the needs of a great city in the twentieth century. Mr. Wanamaker is indeed entitled to the first place among the merchants of the world, and he has set the pace for others to follow on two continents."

From the Rev. Edgar Grim Miller, D.D., First English Lutheran Church, Columbia, Pa.

"May I also extend my hearty congratulations and good wishes? I remember as a boy going to the old 'Grand Depot,' and associations of a really personal kind cluster around the development of the Store, apart from the interest that all Philadelphians have felt in 'Wanamaker's' as one of the objects of civic pride. Your present magnificent success, with all that has gone before and led up to it, is a matter for sincerest congratulations as a triumph well earned and magnificently deserved."

From the Rev. Charles Wood, D.D., the Church of the Covenant, Washington, D. C.

"The Rev. Charles Wood congratulates Mr. Wanamaker on the superb building which is to be dedicated and on the phenomenal success of the past years."

From Alfred Stengel, M.D., Philadelphia.

"Please accept my thanks for your courtesy and extend my thanks and best wishes to Mr. Rodman Wanamaker. I am delighted to hear and read such enthusiastic accounts of the whole occasion, which truly was one of the most notable in many years."

From Chevalier C. C. A. Baldi, President of the Federation of Italian Societies of Philadelphia.

"The Federation of Italian Societies of Philadelphia extends its congratulations to you as America's greatest merchant and philanthropist upon the closing of your Jubilee Year."

From Harry S. Knight, Attorney, Sunbury, Pa.

"I trust that this event will bring renewed prosperity to the House that has revolutionized the retail business of the world."

From Walter M. Dear, "The Jersey Journal," Jersey City, N. J.

"Wishing the House of John Wanamaker all the success which its many years of prosperity and honest dealing warrant, I remain, etc."

From George S. Adkins, Philadelphia.

"I take this opportunity to express the great honor and esteem in which I have held your father for over forty years. His personal character has found expression in so many benefactions that they constitute a multitude that no man can number.

"The standard of righteousness that now generally prevails throughout the country in business methods is immeasurably higher than that of fifty years ago. This great advance is certainly due in great part to the example of your honored father in the conduct of the splendid business organization which bears his name. With congratulations upon the great event that you celebrate, I am, etc."

Similar brief messages of congratulation and appreciation were received from the following:

His Excellency, John A. Mead, Governor of Vermont.

His Excellency, Cole L. Blease, Governor of South Carolina.

Hon. Francis E. Warren, U. S. Senator from Wyoming.

Senor Don Ignacio Calderon, Minister of Bolivia, Washington, D. C.
Hon. Henry George, Jr., U. S. Representative from New York.
Hon. Henry S. DeForest, U. S. Representative from New York.
Hon. J. Edwin Ellerbe, U. S. Representative from South Carolina.
Hon. C. B. Randell, U. S. Representative from Texas.
Hon. James McKinney, U. S. Representative from Illinois.
Hon. George McAneny, President of the Borough of Manhattan, New York City.
Hon. Cyrus C. Miller, President of the Borough of Bronx, New York City.
Max S. Grifenhagen, Register, Hall of Records, New York City.
Archibald R. Watson, Corporation Counsel, New York City.
Henry S. Thompson, Commissioner of Water Supply, Gas and Electricity, New York City.
J. Sergeant Cram, of the Public Service Commission, New York City.
Rev. Alfred James Burrell, D. D., the Marble Collegiate Church, New York City.
Adolphe Borie, Artist, New York City.

The Wanamaker Stores in Philadelphia and New York have cordial relations with hundreds of merchants and manufacturers in Europe, who received invitations to the Dedication as a courteous formality. Among the best-known of those who sent congratulations and pleasant greetings were the following:

Fownes Brothers & Company, London
Thomas De La Rue & Company, London
Allen Solly & Company, London
Willeringhaus & Company, London
Kenneth Durward, London
G. Greiner & Company, London
Henry Howell & Company, Ltd., London
I. & R. Morley, Nottingham
John Crossley & Sons, Ltd., Halifax
Southcombe Brothers, Stoke-under-Ham, Somerset
Furnivals Ltd., Stoke-on-Trent
Henry Young & Sons, Liverpools
The Worcester Royal Porcelain Company, Ltd., Worcester
Thomas Stewart, St. Andrews
A. H. McIntosh & Company, Kirkcaldy
John Shaw Brown & Sons, Belfast
Ireland Brothers, Ltd., Belfast
William Ewart & Son, Ltd., Belfast

Mathers & Bunting, Lurgan, Belfast
The Irish Lace Depot, Ltd., Dublin
Charles Drécoll, Ltd., Paris
M. Etienne Mascré, Paris
M. Emile Proffit, Paris
Piel Frères (M. Paul Piel), Paris
Lehideux & Cie, Paris
Bernard & Cie, Paris
Delame-LeLièvre fils, Paris
Dognin & Co., Paris
Kempf Frères, Paris
Gros Roman & Co., Paris
M. A. Dumoutier, Paris
M. Alphonse Lévy, Paris
M. Edouard Dreyfus, Paris
The American Chamber of Commerce in Paris

The President of the Chamber of Commerce, Boulogne
Reynier Frères, Grenoble
Ch. Field Haviland, Limoges

Louis Friedberg, Berlin, Germany
Richard Weckmann, Berlin, Germany
Reifenberg & Co., Cologne, Germany
Wilhelm Marum, Cologne, Germany
Cuno & Otto, Dressel, Sonneberg, Germany
A. Fleischmann & Crämer, Sonneberg, Germany
Alfred Colditz, Chemnitz, Germany
Jrdel, Rebling & Jähnig, Chemnitz, Germany
Edward Creutznach's Successor, Chemnitz, Germany
Moritz Sml. Esche, Chemnitz, Germany
Neuss Brothers, Ltd., Aix-la-Chapelle, Germany
Andreas Huber, Munich, Germany
Ludwig Krumm, Offenbach, Germany
Hugo Bondy, Arnstadt, Germany
Holtsch & Riethmüller, Ringenhain, Saxony, Germany
Paul Heckel, Eibenstock, Saxony, Germany
Moritz Gottschalk, Marienberg, Saxony, Germany
Bing Brothers, Nuremberg, Germany
Villeroy & Boch, Dresden, Germany
Danl. Ley, Fuerth, Bavaria, Germany
Moritz Zdekaner, Attrohlau, Germany
Joh. Heckemann, Bremen, Germany
Ludwig Weerth, Barmen, Germany

Alex. Strauss, Gablonz, Bohemia
Zimmer & Schmidt, Gablonz, Bohemia
M. Joss & Lowenstein, Prague, Bohemia
Westel, Allgayer & Company, Vienna
Fanni Lemmermayer, Vienna
Hungarian Rubber Goods Factory, Ltd., Budapest

J. P. Niekirk, Zilverwerken, Schoonhoven, Holland

Carlos V. Tschudi, St. Gall, Switzerland
Stäheli, Rietmann & Co., St. Gall, Switzerland
Paolo Lauterjung, Florence, Italy

In response to the invitations for the Merchants' Testimonial Luncheon given for Mr. Wanamaker at Sherry's, New York, on November 16th, regrets and greetings were sent by the following friends of Mr. Wanamaker:

His Excellency President William Howard Taft
His Excellency Governor John K. Tener of Pennsylvania
His Excellency Governor Woodrow Wilson of New Jersey
The Hon. John W. Foster, formerly U. S. Secretary of State
The Hon. Charles Nagel, Secretary of Commerce and Labor
The Right Hon. James Bryce, the British Ambassador
Count J. H. von Bernstorff, the German Ambassador
Marchese Cusani Confalonieri, the Royal Italian Ambassador
Baron Rosen, the Imperial Russian Ambassador
The Chargé d'Affaires of Persia for the Persian Envoy.
The Hon. Joseph H. Choate, formerly U. S. Ambassador to the Court of St. James.
Mr. John D. Rockefeller
Mr. Andrew Carnegie
Hon. William Loeb, Jr., Collector of the Port of New York
Mr. James Speyer, banker, New York
Mr. Thomas Dolan, President of the United Gas Improvement Company, Philadelphia

---

Congratulatory notes and telegrams were received in large number by the Chairman of the Luncheon, some of them of sufficient interest to be quoted:

Two from His Excellency John A. Dix, Governor of New York.

"His Excellency directs me to request that you convey to Mr. Wanamaker his heartiest congratulations on having rounded out with such success his fifty years of business life."

"Permit me to offer my felicitations on this epoch-making occasion. The honor and success which have come to you demonstrate the result of character, integrity and energy, applied to opportunity. Your career is an inspiration to good citizenship and an object lesson to American youth. May the New Year be freighted with blessings of health and prosperity!"

From Major-General Frederick Dent Grant, U. S. A., Governor's Island, New York.

"General Grant sends warm greetings to the Committee and to Mr. Wanamaker upon the happy occasion."

From Henry Clews, Banker, New York.

"It would afford me great pleasure to add to the number of those who pay tribute to that great merchant who has won enviable fame in business and in private and public life. *His whole career has been one which may well serve as a path to be followed by our children and our children's children.* If a dime were to be donated by every one of the legions who admire him, there would be no banquet hall in the world large enough to contain the loving cup made from the silver that would be contributed. The merchants honor themselves in honoring him, and I hope that he will be blessed with a long life to enjoy the fruits of his labor."

From A. D. Juillard, Director of the National Bank of Commerce and of the Chemical National Bank, New York, and of the Girard Trust Company, Philadelphia.

"I have long known him as a merchant and a friend, and I would gladly honor him on the rounding out of his fifty years of business life."

From Francis Halpin, Cashier of The Chemical National Bank, New York.

"This gives me an opportunity of expressing my appreciation of the courtesy of the invitation to yesterday's Luncheon, and to assure you that I very much enjoyed being present and expressing in a slight way the appreciation which the business and financial world have always yielded Mr. Wanamaker."

From Benjamin Altman, Merchant, New York.

"I desire to take this opportunity to convey to Mr. Wanamaker my sincere appreciation and esteem and to offer my congratulations together with my best wishes on this occasion."

From Henry Siegel, Merchant, New York, Boston and Chicago.

"I am detained in Chicago and cannot be with you when you give to John Wanamaker on his fiftieth anniversary in business the cup that is a testimonial of the honor in which this foremost of American merchants is held by his fellow-merchants. It gave me great pleasure to co-operate in planning this presentation, and it would give me still greater pleasure to be present to manifest my admiration for the high business principles which, as practiced during his long career, have been an inspiration to every other merchant. I send sincerest wishes for his continued prosperity through many more years of health and happiness."

From Adolph S. Ochs, Publisher of The New York Times.

"The tribute you are paying Mr. Wanamaker is well deserved, for he is a towering figure in American mercantile life and has won his success by ability that is little less than genius. He is a veritable 'merchant prince,' and *his career is an inspiration to every able-bodied, sane-minded American youth, however humble his circumstances.* I heartily join in the congratulations to Mr. Wanamaker on the fiftieth anniversary of his business life, and in the wish that he may enjoy many more years of usefulness."

From W. R. Hearst, Publisher of The New York American.

"I take great pleasure in expressing personally to Mr. Wanamaker my appreciation of his fifty years' success in public and business affairs."

From Emil L. Boas, Manager of the Hamburg-American Steamship Company, New York City.

"It would have given me the greatest pleasure to join in the manifestation of high esteem and sincere appreciation of the great work you have accomplished and the services you have rendered. Please accept my heartiest congratulations and best wishes for the future."

From P. A. S. Franklin, Vice-President of the International Mercantile Marine, New York City.

"I should have liked very much to add my congratulations personally to those of others to Mr. Wanamaker on his most successful fifty years of business life."

From Hon. J. C. Delaney, State Factory Inspector of Pennsylvania.

"I have been a customer of Mr. Wanamaker's for more than thirty years, and as each year passes I find myself more and more impressed with his greatness as the Prince of Merchants. I am able to say, and with sincere pleasure, that in all the years I have been his customer, I cannot recall a single instance of misunderstanding about any transaction I ever had with his great business establishment. No words of mine will convey to him the full measure of my admiration and affection. What he has been, as the Prince of Merchants, he has been in all else that goes to make the ideal man and faithful follower of the lowly Nazarene. Pity it is that such a man cannot be left here for all time to bless and help his fellow men!"

From Hon. Rudolph Blankenburg, Mayor of Philadelphia.

"The tribute to Mr. Wanamaker is well deserved. He is not only the world's greatest merchant, but must also be credited with being a leader in the world of religion and philanthrophy, not to speak of the battles for civic virtue and righteousness in which he has been conspicuous in City and State."

From Frank Dale La Lanne, President of the National Board of Trade.

"To honor Mr. Wanamaker as being *the great leader in business methods* is but right. His fifty years of honorable business have proven to the business world both his ability and his integrity, and all join in wishing him a long life and continued success."

From George W. Boyd, General Passenger Agent, Pennsylvania Railroad.

"It has been my great pleasure and privilege to know Mr. Wanamaker since 1876, and my personal admiration for him has increased with each recurring year. As Postmaster General, he so conducted the affairs of the Post Office Department as to reflect

credit upon President Harrison's administration, while in his business life he has wrought well for his native city and is recognized as the most successful and the greatest merchant in the world. He is probably the best-known man in our country today, and by a consistent course and a kindly and considerate manner has won the confidence and broad respect of all the people."

From Asa S. Wing, President of the Provident Life and Trust Company, Philadelphia.

"Mr. Wing gladly joins with those who may be present in cordial greetings to Mr. Wanamaker on this occasion."

From George S. Graham, Former District Attorney of Philadelphia.

"It is with unfeigned regret that I was obliged to forego being present at the meeting at Sherry's, to emphasize the rounding out of fifty years of business life by the Honorable John Wanamaker. My personal friendship for him, as well as my appreciation of him as a public-spirited citizen and a prince among merchants, would have prompted immediate acceptance."

From John G. Johnson, Attorney, Philadelphia.

"Mr. John G. Johnson regrets exceedingly that he cannot be present at the Luncheon, and cannot join in the tribute of respect to be offered to that delightful gentleman."

From Hon. James A. Beaver, Judge of the Superior Court of Pennsylvania.

"Merchants of the United States honor themselves in the testimonial to their guest of honor today."

From Hon. Edward A. Anderson, Judge of the Orphans' Court, Philadelphia.

"I should be delighted to attend and testify in person my appreciation of Mr. Wanamaker's great service to the public in the establishment and maintenance of his great stores and in the many liberal business methods familiar to us all now, but of which he was the originator. By his efforts he has revolutionized business methods in this country, and brought merchant and customer—who once looked upon each other with distrust and dealt at arm's length

—into a position where they mutually trust and confide in one another. This is a result equal to the winning of many battles, and for which he should be hailed as *one of the heroes of Peace, which hath her victories no less than War.*'

From Hon. Norris S. Barratt, Judge of the Court of Common Pleas, Philadelphia.

"Your distinguished guest, who is my personal friend, recognized as the foremost merchant of the United States, is now known and honored throughout the world as the finest type of a progressive Philadelphia merchant. To many merchants your gathering today would be a graceful tribute; to him it is merely a just recognition of those great qualities which have commanded success."

From Hon. John L. Kinsey, Judge of the Court of Common Pleas, Philadelphia.

"Unfortunately I cannot be present to do honor to Mr. Wanamaker. I have known him so long, so intimately, and so admiringly, that my absence is a regretful deprivation to me."

From Henry Clay, Director of the Department of Public Safety, Philadelphia.

"Mr. Clay would be pleased if you will extend to Mr. Wanamaker his hearty congratulations, and his wishes for a long and prosperous career."

From Hon. Leslie M. Shaw, Banker, Philadelphia, former Secretary of the Treasury.

"I am well within the limits of conservatism when I say that *the service your distinguished guest has rendered the mercantile world is not excelled by any living man.* The merchants of New York, the merchants of the world, honor themselves and honor their calling in honoring the Honorable John Wanamaker."

From George W. Ochs, Publisher of the Public Ledger, Philadelphia.

"My compliments to your distinguished guest, and congratulations upon the merited tribute paid him by his business friends and admirers."

From George W. Elkins, Financier, Philadelphia.

"I would like to say that I have the highest admiration for Mr. Wanamaker's business ability, and I hope that he may live many years to influence the business world."

From James Tyson, M.D., Philadelphia.

"I esteem it a privilege to be counted among those who will delight to honor Mr. Wanamaker."

From John B. Deaver, M.D., Philadelphia.

"I regret exceedingly that I cannot be with you to offer my congratulations to *the greatest merchant in the world.*"

From C. Stuart Patterson, President of the Western Saving Fund Society, Philadelphia.

"Were it possible I would gladly have joined you at the Luncheon in honor of a great American merchant."

Luncheon at Sherry's, Given to John Wanam
Silver Loving Cup

the Merchants of America, November 16, 1911
ted at the Luncheon

BOOK THREE.

MERCHANTS' TRIBUTE.

Luncheon Tendered by the Merchants of the United States, November 16, 1911.

THAT Mr. Wanamaker the merchant has only competitors among his fellow-merchants, not rivals—only friends, not enemies—was proved at the luncheon which was given to him by the merchants of the country in celebration of his fiftieth year in business—his Golden Jubilee—and the fifteenth anniversary of his entrance into New York mercantile life by acquiring the old A. T. Stewart Store on Broadway.

To mark these events, a massive silver loving cup was presented to him.

The foremost merchants of the country, prominent professional men, members of the clergy, eminent journalists, public officials and bankers were the hosts of Mr. Wanamaker at luncheon on the afternoon of November 16, 1911, at Sherry's in New York City.

He was escorted there from his New York Store by a group of merchant friends led by Mr. John Daniell, Jr., of the firm of John Daniell's Sons on Broadway, whose members have for many years been personal and business friends of Mr. Wanamaker. Mr. Daniell was Chairman of the day.

The decorations for the occasion were golden in color, to mark the Jubilee, and the loving cup rested—veiled—on a pedestal behind the head table, near the guest of honor.

The invocation was offered by the Rev. Dr. Edward G. Thurber.

"Oh, my God, we thank Thee for every kind and noble gift which Thou hast bestowed upon us, and we lift up our eyes and voices in grateful recognition of Thy most tender mercies and for all that Thou hast done for us through all the walks of life, and we beg Thy blessing upon us, through Jesus Christ, our Lord. AMEN."

During the dinner a flashlight photograph was taken, which is reproduced opposite this page.

Mr. Daniell introduced the toastmaster, Mr. Patrick Francis Murphy, president of the firm of Mark Cross & Sons, who was greeted with the expectant cheerfulness which that gentleman's widely known wit always evokes.

Mr. Murphy spoke as follows:

"*Gentlemen:*—It may not have escaped the notice of this intelligent audience that the reward of labor is tardy indeed when a man must wait fifty years for his luncheon. (*Laughter.*) For a man to have lived without luncheon is not so remarkable as to have lived to obtain one—from his competitors. (*Laughter and applause.*)

"It is one of the fine arts to achieve success and be forgiven, for in this life recognition is generally tardy. The man who is universally admired and praised by his fellow-creatures is seldom in competition with the living, and the longer he is dead the more keenly alive are his competitors to acknowledge his merits. (*Laughter.*)

"Many an obituary notice reads: '*Please omit flowers.*' This may be a gentle yet grave reminder that a few bouquets during lifetime might have been of more service. (*Applause.*) Listening to men's voices, as our guest does today, in testimony of their high and distinguished regard, is, perhaps, more acceptable than to wait to be called the 'late lamented,' or to have created in his honor one of those marble ingenuities of post-

mortem politeness. In this life—and I may say in the next—the inscription on the tombstone can seldom be used as a reference. (*Laughter.*)

"Every man knows how embarrassing it is to receive tributes, and whether he deserves them or not, it is just as embarrassing. (*Laughter.*) Some men never realize how valuable they are until they are sued for breach of promise, (*Laughter*) and often on an occasion like this, the guest of honor suddenly discovers what a great man he really is without knowing it. And when he hears amiable qualities attributed to him he begins to wonder whether he has not been of too modest a disposition. And that is fatal, for when a man knows that he is modest, then half his modesty is already gone. Modesty is an old-fashioned virtue and an excellent thing; still, in this strenuous age some people seem to get along very well without it. (*Laughter and applause.*) The meek may inherit the earth—later.

"Some men are born great, some acquire greatness in Philadelphia, and the greater they are the more this great city welcomes and assimilates them. New York takes a special pride in our guest; a pride in his character, a pride in his success. He has come here in the Autumn of life to sow his 'Quaker Oats,' (*laughter and applause*) and they have grown to be one of New York's great assets—I may say one of its luxuries.

"Our guest agrees that once only a man is young, so he gives that 'once' an infinite extension. To be seventy-three years young is better than to be forty years old. (*Applause.*) Our guest illustrates the fact that a man's age is not always determined by his birth certificate. A man's mind is parcel of his fortunes, and with that disposition he may cultivate a youthfulness in the heart that bids defiance to old age.

"The Greeks had a classic saying that '*Whom the gods love die young,*' and they must have meant that no matter how many years roll their relentless wheels over a man —though the snows of age fall on his head—they do not always change the complexion of his heart. Blest

with those serene qualities of mind he comes, like our guest, under the full meaning of that verse: *'Whom the gods love die young'*—he will die young because he refuses to grow old! (*Applause.*)

"I am reminded at this time, gentlemen, that it is afternoon in the busy marts of commerce, and it would be better for a speaker to close his remarks in the middle of his speech. This gives the audience a chance to be satisfied.

"I will call upon a gentleman who enters on a new occupation today. We have a secretary of this affair who has something to read and say to you—Mr. George B. Cortelyou." (*Applause.*)

Mr. Cortelyou opened his remarks by quoting some of the letters received in answer to the invitations for the luncheon.

"Mr. Toastmaster and Gentlemen:—I have here a few sheets stripped from a great mass of similar communications handed me by my friend Mr. Murphy. They begin with the sincere regrets of THE PRESIDENT OF THE UNITED STATES and of his SECRETARY that they cannot be here, and next I come to a communication reading as follows:

"'ALBANY, N. Y., Nov. 14, 1911.

"'MR. JOHN DANIELL, JR.,

"'*Dear Sir:*—I am directed by Governor Dix to acknowledge the receipt of the invitation of the Merchants of the United States to be present at the luncheon to Honorable John Wanamaker, to be held at Sherry's, November 16th. His Excellency deeply regrets that it will be impossible for him to be present on this occasion, and directs me to convey to Mr. Wanamaker his hearty congratulations on having rounded out with great success fifty years of business life.

"'Yours very truly,

"'JOHN A. DIX,

"'*Signed for the Governor by his Military Secretary.*'

"I have next a communication from Philadelphia:

"'On my return, too late to accept, I find an invitation to be a guest at the luncheon to Mr. John Wanamaker. I am well within limits of conservatism when I say that the service your distinguished guest has rendered to the mercantile world has not be excelled by any living man. The merchants of New York, the merchants of America, the merchants of the world, honor themselves and honor their calling by honoring John Wanamaker. I regret my inability to attend. My good wishes go with you.

"'(*Signed*) LESLIE M. SHAW.'

"I have also a very earnest letter from GENERAL FREDERICK D. GRANT; also a cordial letter from one of Mr. Wanamaker's old competitors and old friends, ISAAC CLOTHIER, of Philadelphia.

"I will read you now a telegram from Chicago:

"'Am detained in Chicago by legal matters and cannot be with you when you give to John Wanamaker, on his fiftieth anniversary in business, the cup that is a testimonial of the honor in which this foremost American merchant is held by his fellow-merchants. It gave me great pleasure to coöperate in planning this presentation, and it would give me still greater pleasure to be present to manifest my admiration for the high business principles which he has practiced during his long career and which have been an inspiration to every other merchant. I send sincerest wishes for his continued prosperity through many more years of health and happiness.

"'(*Signed*) HENRY SIEGEL.'

"Here is a very interesting letter from another of Mr. Wanamaker's competitors:

"'It would afford me very great pleasure to attend the celebration in honor of John Wanamaker. I regret exceedingly, however, my inability to be present in person. I desire to take this opportunity to convey to Mr. Wanamaker my sincere appreciation and esteem, and to offer my congratulations together with my very best wishes to him on this occasion.

"'(*Signed*) BENJAMIN ALTMAN.'

"Also a letter of a similar character from MR. A. D. JUILLIARD and a letter from the VICE-PRESIDENT OF THE PENN MUTUAL INSURANCE COMPANY, MR. L. K. PASSMORE, in the course of which he says:

" 'There is no man who deserves such a compliment above Mr. Wanamaker, in my estimation. Not only his success in business, but the great work he has done socially, politically and religiously, stamps him in many ways the greatest man of our time. If opportunity presents, assure him of my highest respect and tender him my best regard.'

"I have here also a letter from MR. FRANK DALE LA LANNE, the PRESIDENT OF THE NATIONAL BOARD OF TRADE, in which he says:

" 'To honor Mr. Wanamaker as being the great leader in business methods is but right. His fifty years of honorable business have proven to the business world both his ability and integrity, and all join in wishing him a long life and continued success. Will you express to Mr. Wanamaker my sincerest regrets that I did not get this invitation earlier and could then have been with you all in his honor?'

"I will now read a part of a letter from one of New York's leading bankers, who regrets his inability to be present:

" 'His whole career has been one which may well serve as a path to be followed by our children and our children's children. If a dime were to be donated by every one of the legions who admire him, there would be no banquet hall in the world large enough to contain the loving-cup made from the silver that would be contributed. The merchants honor themselves in honoring him, and I hope that he will be blessed with a long life to enjoy the fruits of his labor.

" '(*Signed*) HENRY CLEWS.'

"The following, after expressing regrets, reads:

" 'The tribute you are paying Mr. Wanamaker is well deserved, for he is a towering figure in American mercantile life. He won his success by ability little less than genius. He is a veritable merchant prince, and his

career is an inspiration to every able-bodied, sane-minded American youth, however humble his circumstances. I heartily join in the congratulations to Mr. Wanamaker on the fiftieth anniversary of his business life and in the wish that he may enjoy many more years of usefulness.

"'(*Signed*) ADOLPH S. OCHS,
"'*Editor of The New York Times.*'

"Now it does not fall exactly within the rôle of secretary to do anything more than to read such communications, but I was asked also to say just a word, and it will be only a word.

"Four years ago, at the opening of the New Store here in New York, I had the great privilege of being present. At that time several of the speakers referred not only to the great development of Mr. Wanamaker's business, but also to the wonderful development of business in this city of New York, and I think the keynote of the addresses on that occasion was this: That however great the business advance might have been, and however much greater advance we might look for in the future, it would not be deserved by the city or its people if in any way they lost their moral sense in the conduct of business. At that time we felt that the man we then honored, and today honor, had, in the various relations in which he had been prominent in his own city of Philadelphia, in his relations as a great merchant, in his relations to political activity in city and state, and later in the much greater development of business in this city —that he has stood for those things which meant stability and growth on right lines. And today, gentlemen, speaking to you as business men, it seems to me that this is a great opportunity to emphasize those things which are needful to us as business men at the present time.

"Of course, we all know that the people today are seeking for the things that are vital to their welfare, and they are looking earnestly for men and measures that shall be agencies through which may be accomplished the things they have in mind and that are wanted all over the land—honest business and honest government; and I firmly believe they want peace in the business world. (*Applause.*) But they insist that the only peace upon which business men can thrive, as this business has thriven, is the peace of fair play and honorable deal-

ing. (*Applause.*) And it is because this man has stood for fifty years or more as an exponent of that kind of business that I address these remarks to him—not because he is exceptional, but because I consider him a type of the American merchant who is largely in the majority in this country today. It is because he is a type of the fair-minded business man that we gladly gather round this board today to pay him tribute at the end of fifty years of honorable business life." (*Loud applause.*)

THE TOASTMASTER:

"*Gentlemen:*—The injunction to love your neighbor has been repeated so often that there is no doubt but that it sometimes happens, and one of the neighbors of Mr. Wanamaker has been selected to perform the principal part in the proceedings this afternoon, a neighbor for whom Mr. Wanamaker has a deep love, loyal attachment and loyal devotion. I present to you Mr. J. F. Daniell." (*Applause.*)

"*Mr. Toastmaster and Gentlemen:*—On occasions of this kind it is generally the rule for the speaker to address the assemblage. On this occasion I do not speak to them but for them, and my remarks are addressed to the gentleman whom we honor today.

"Mr. Wanamaker, it is an uncommon occurrence for a man to celebrate fifty years of business life, and it must be pleasing to you, sir, to realize that your fellow business men throughout this country desire to join with you in the happiness of this occasion. While this celebration primarily is in honor of your fifty years of active business life, the date of this luncheon marks the fifteenth anniversary of your branching out from the City of Brotherly Devotion to the City of Brotherly Commotion.

"To refer to 'The Wanamaker Store' (as you so modestly term it) as a mercantile establishment would be an injustice to that great educational institution which you have built and are operating, where thousands of people receive a thorough education in modern and honest business methods, and—in addition thereto—receive liberal salaries. You also educate the public—your visitors—for do you not present to them exhibitions, one

after another, of the highest character? Truly a man's personality is reflected in his business or in any endeavor, and your entire personality, sir, is reflected in all your business operations.

"While carving your own fortune you are not carving the fortunes of others, but assisting them to carve fortunes of their own. You are the father of modern, honest advertising; you are so broad and you love sentiment and tradition so much that you keep alive the name of our foremost business man of a generation ago, Alexander T. Stewart. (*Applause.*) In your busy existence you have not neglected your patriotic duty as a citizen: you have lent your services to the Federal Government as Postmaster-General and reflected great credit on yourself and on the Nation. To be sure, you met defeat running for Governor and Senator, but that defeat was handed to you by professional politicians, and you have the satisfaction of knowing, Mr. Wanamaker, that you went into defeat standing for honest and clean government. (*Applause.*)

"Truly a man knows his own virtues better than anyone else, but I am expressing to you, Mr. Wanamaker, the sentiments of your fellow-merchants throughout the country, and as a tribute of the high esteem in which you are held, we desire to present to our foremost merchant this cup, bearing, as it does appropriately, the oak and the laurel, so truthfully representative of yourself, Mr. Wanamaker; and we hope you will live many years of happiness and health and that this cup will recall the sentiment which goes with it!" (*Loud applause.*)

As he spoke, Mr. Daniell turned to the pedestal behind him, and drew away the flag from the loving cup which it veiled. It was of silver, standing nearly two feet high, in the Greek amphora shape, with decorations of gold. Under a wreath of oak and laurel leaves appeared the following inscription:

PRESENTED TO
JOHN WANAMAKER
AS A TRIBUTE OF THE HIGH ESTEEM
IN WHICH HE IS HELD BY HIS FELLOW MERCHANTS OF THE UNITED STATES
1911-1861

There was an outburst of applause as Mr. Wanamaker rose to speak. His manner revealed how deeply he was affected by the cordial expressions of good will and affection on every hand. He said:

"*Mr. Toastmaster and Gentlemen:*—I am very pleased to be sure that I really am John Wanamaker. The graceful and most complimentary speeches that have introduced the hospitality of the day led me to think that it must be some other man of whom you were speaking! It must be very clear to you that there are compensations in a business life beyond the percentages of profit that appear in the cash book.

"Before I venture to speak I want to warn you that I would seem to be taxing your courtesy were I to trust myself—as I like best to do—just to the freedom of the hour, and to the inspiration of the occasion, because first of all I want to say some things to you that I shall not be able to say when the centennial comes around. I should like to live long enough to come to your fiftieth anniversary and to see the white wine of your lives put into silver!

"First of all, I think it only proper for me to say—understanding as I do the engagements of business life, since you have taken so much of the heart of the day to give me the pleasure of taking your hands and looking into your faces and hearing the good cheer of your voices—that you must feel free to leave at any time, if you have engagements, without any sense of discourtesy to me.

"It is impossible for me to convey to you the kind of emotion that is filling me. You will have to live, to climb for fifty years through the stiff winds and breast the stirring seas of a busy life, to understand that in all that time, almost unconsciously, other people were making records of something about you.

"I stood one day in the Empire Building, I think it was, waiting for some information about the coming underground roads, when Mr. Edward M. Shepard came in. We talked and looked out over the graveyard from the tenth story. And he said, as I remember it, (it was recalled to me today by what the Toastmaster said) 'These are the men who have finished their work, and

made their record, and filed their accounts in stone.' I am glad that I have not done that. Life is a beautiful thing to us. The purposes of our lives are in some sense being worked out day by day with honor to ourselves and with benefit to our country.

"To be the guest of a company so distinguished—prominent men from several States West and East, North and South, and from this city—easily overcomes a Philadelphian. I feel as I were transported to the mountain peaks of the great Himalayas in India—until I remember that I am in the United States, and then I realize that it is the Himalayas of American business men that I am in the presence of, who have given me the privilege of seeing them together, that I may get the inspiration of their forceful lives.

"I am an old-timer in the total abstinence ranks, but today I am drinking very deeply and intoxicatingly of the wine of adulation. The vintage, fifty years in ripening, brims over from the loving cup that you have so generously chosen for me. Its shining beauty is emblematic of the honor, the bright good faith and the enduring qualities of the new friendships born with your kindness to me.

"In almost every period in the history of the world, generals on battlefields who have returned from their victories have been crowned with high titles, and positions of honor have been bestowed upon them by their countrymen and their Kings. It would seem by this token that those of us who are in the battle of daily life, striving for principle and raising the level of the daily transactions, may at some time, not so far distant, find that such heroism was worth while, and that it did receive the notice that encourages other men to do similar work. It is one of the beautiful things about the old country, and especially of the British Empire, that not only are the distinguished military and naval men given recognition, but the humbler men in professional life; in literary work; in mercantile and in mechanical life; inventors and artists; all receive at the hands of the King some kind of notice that presents them before the community as being worthy of special honors. It seems to me that it is a wonderful encouragement for the young man, and I have often felt that it might be a

great service in our country if there were any way to do it here.

"Fifty years steadily in business life seems like a long time to be in one place working out one purpose. To a man of my age fifty years does not seem to be as much as it did when I was twenty-two, beginning to save a part of the first of my own earnings that I was able to put aside. But there are trees in California, in the Yosemite, said to be two thousand years old; fish in the sea said to be five hundred years old; turtles now and then picked up in the forests that have had their backs scraped with an age of one and two hundred years. One ought to leave some kind of mark with fifty years to make it.

"To love to work and to have fifty years in active business is a great privilege. I would be glad to be called as a witness in this high court that the merchant's life, with its necessity for study, for hard, straight thinking, for knowledge of the world and apprenticeship in the questions of tariff and of finance, is a wonderful education; and that it takes wonderful self-denial and long hours of toil to become equipped to be a good citizen. I am willing to confess to you that I have endeavored to make a boy's dream a tangible reality, and with unconquerable purpose I have steadily followed the North Star that I saw in the sky from the beginning, keeping it ahead of me always, and taking every kind of encouragement as simply the starting point for some other achievement.

"There are no locks on the doors of wisdom, knowledge, honest enterprise and the opportunities on every side. Wherever a man's lot is cast, or whoever he may be, capitalist or capitalless, knocking steadily and persistently at these doors will surely open at least one of them to success.

"I am proud of each of the two cities in which I find so much pleasure and labor. The old city of the Declaration of Independence is taking on a new life. New York, the gateway to America, is, in many respects, the most wonderful city in the world and hardly any of us can tell what its greatness will be. This is a good deal for a native-born Philadelphian to say of a two-million city two hours distant!

"But not as a Philadelphian nor as a New Yorker do

I wish to speak to you today. This distinguished company gathers representatives from the East and West, the North and South. I hail you as citizens of the United States, and, sinking personalities, I take the liberty of stepping out of the narrow circle of one city and one business, claiming citizenship with you in the United States. Standing here together in good-fellowship, hailing each other as citizens of the world's greatest nation —proud of its history and its present position among the nations, its growth and its prosperity—as laborers for its success and pledged to its further development, may it not be possible for us to throw into the stream of business life a Golden Anniversary pebble that will make an everlasting circle until it ripples over the entire continent? (*Applause.*)

"Greater than any line of railroads from the Atlantic Coast to the Golden Horn, greater than any fleet of ocean greyhounds, is the body of commercial men scattered all over the United States, of which body you and I are units. These are they who initiate and maintain, by manufacture and distribution, the business which makes the life and prosperity of the Nation. But for the commerce of the land the bankers could not use their money, nor could the railroads be supported by freights and travelers. We are at the very heart of the prosperity of this country.

"Commerce is not a speculation; it is the very life blood that pulsates through every fibre of a healthy body politic. What will it matter what Wall Street does, or what the great Steel, Tobacco or Oil Trusts do, if the commerce of the country is kept on an even keel? (*Applause.*)

"To be so busy, each of us in our exclusive corner, and to be unmindful of the things that underlie the foundations which safeguard the steady and successful condition of commercial life, is to have no one to blame but ourselves for halting, sluggish, uncertain and unprofitable trade. Business is a science, and it requires thorough knowledge, scientific treatment and far-seeing vision on the part of the efficient, unselfish, broad and patriotic men who love their country and who are capable of steering affairs, to avoid striking the treacherous rocks of falsehood, panic, and the depressing years which grow out of other conditions than famine, fire

and floods. The Boards of Trade and Chambers of Commerce, useful as they are, do little more than right the less important matters—mostly detail—rather than inaugurate great movements that promote prosperity.

"In this assembly of more than one hundred able and successful representative leaders of commerce from various parts of the United States, there is enough power to set in motion a force—not new, but only latent—that would put new life into the business arteries of the United States. The same spirit and enthusiasm and broad outlook that constituted the Union Leagues of the North and South fifty years ago, doubled now in strength and ability by the new Union in which we live, move and have our being, which makes us brothers, one and inseparable, now and forever—this is what is needed to work not alone for the welfare and success of mere individuals, but for the welfare of all.

"By joining hands in a practical way, the power of a million of merchants, of whom we are one hundred representatives, may be exerted for the things which guarantee the general good, which will conserve business prosperity throughout the nation. The country has given to us everything we have got. We have toiled for it, but we have had the opportunity. We owe something to the country as merchants, and it is for this that I am speaking to you today: we must have some patriotism for the greatest kingdom on the face of the earth—the United States of America. (*Applause.*)

"It is known that certain organized societies and religious bodies, in this and other countries, concentrate occasionally and project their power for or against public measures, legislation, and even candidates for office. Why is it not wise and noble for the Honorable Merchants of the United States to be united in a fraternity, non-political and non-sectarian, independent of race, creed or color, for the safeguarding and guiding of business conditions, to make possible the steady continuance of good times and employments for the people by checking sensationalisms? In the business of the country it seems to me that the merchant has a far wider reach of contact with men and affairs. It is not a life in a little court of honor to the men who know the law and execute it. It is the greatest of the stars of

the old British Empire—the respect for law and the assurance of its prompt and not tardy administration.

"Is there anything more practical than the establishment in the Government, or outside of it, of a Supreme Bench of qualified business men—not lawyers (with all honor to these distinguished gentlemen, one of the greatest of them all in the chair of the Chief Executive of this country, magnificent in his honesty and in his clear head)—not doctors, nor men of other professions; but plain, trusted, experienced business men—as a Court of Authority, with a million of votes behind it, and important enough to command the attention of Presidents, Congressmen and Senators, few of whom know the actualities or the realities of the tariff or the changing trend of commercial or financial questions?

"By getting advance intelligent informations, giving discreet and patient counsel and assistance to our public officials, and forecasting perils to business so as to prevent them, by their knowledge and labors, they could aid in formulating legislation and movements; they could watch and prevent, by publicity and otherwise, the selfish efforts of schemers to gain dishonest profit by dishonest combinations and misstatements, for gambling purposes, precipitating such general and country-wide depression as affects all business interests.

"The widespread hatred engendered unfairly, as I firmly believe, against Wall Street and the Trusts, paralyzing honorable business undertakings and creating prejudices, irritations and losses of millions of dollars, has been most harmful to the United States at home and abroad. The men who combined their own private capital in the Steel and other Trusts, have saved many concerns from bankruptcy. Many old, dying plants were reorganized and by economies made to produce profits for poverty-stricken owners. I might take you back to the days referred to by my good friend the Ex-Secretary of the Treasury, Mr. Cortelyou, when John Sherman, the author of the Sherman Act, and Benjamin Harrison, one of the greatest lawyers of his time, and John W. Noble, one of the most important lawyers of St. Louis, were in constant discussion over that Sherman Bill.

"It is a serious thing to fill the people's minds with wrong, and to spread such poison over all the country, checking business, stopping building and lowering the

values of property. It seems to me that we, as business men sitting close to our neighbors of the newspaper offices, might have some influence in checking the sensationalisms that shrink the success of business because of the uncertainty that is conveyed in many of the business articles that go floating over the country. I say these things even though they must be hurtful. You have observed them; you have felt them—and you will not think it amiss of me today to come and say these things of general interest. I feel myself to be very neglectful on this occasion; my heart is more moved than my mind.

"It takes a great deal more than a little fifty-year-old Philadelphian to teach you, gentlemen, the things that are coming into my mind, and I know that you will forgive me, seeing that I am a Philadelphian and very far from home—though I forget it when I rub elbows with you!

"It seems to me that the men who have scooped up the money, and, under influences that seemed fair and just, have invested their private capital and organized these great business corporations, deserve better treatment at the hands of business people, and of the newspapers, too. It is very certain that excellent economies were made. I am not interested, gentlemen, in anything of this kind; my remarks are purely impersonal; I have not a share of stock in any one of these businesses. I am simply a business man, and one of the best things that happened to me in my life was to hold myself tight to what I undertook to be—a merchant.

"Had the Sherman Act—and I am speaking of it from this knowledge to which I refer—been interpreted fully and definitely by the Supreme Court earlier, doubtless these organizations when first named would have been formed according to the law as it is now declared. And, since it is now clearly set before the people, let us see that necessary time and care shall be afforded to those whose capital is at stake, that they may reorganize and settle themselves under the law. Even granted that some other overstrained investors made sales of small concerns because of their potentiality on both sides of the fence, that is not the fault of any law that protected such transactions. Now that the law is known and everybody is getting into readiness to work under it, '*Let us have peace,*' and take a step forward in

confidence of a better future, with a certainty that the Sherman Law is to be henceforth faithfully and fairly enforced. A house or a country that is divided against itself must fall.

"May this be preliminary to the consideration of a Fraternity of Merchants, standing solidly together to promote prosperity and to declare as its principles:

"First. To embrace, among other things, a study of the causes of the high cost of commodities and to suggest means of reducing the various forms of taxation that add to the cost of doing business, and therefore to the cost of goods.

"Second. To reduce the tariff to a point to revive the dying spirit of inventors, designers and workmen of American enterprise, whom the high manufacturers' tariff has hindered. (*Applause.*)

"Third. To support Municipal Research, as is being done in the City of New York, where taxes and rents of business places and homes are constantly increased by assessments and higher rates in so many instances unnecessary.

"Fourth. To support all efforts to eliminate graft and punish givers and takers of bribes in public office and in the mercantile world, of which we know a great deal.

"Fifth. To reduce the expenses of delivering goods, either by negotiating with the Railroad Companies to take over the Express Companies, or by favoring a Government Parcel Post.

"Sixth. To seek a reduction in Telegraph and Cable rates, or favor the Government's taking over the Telegraph and Cable Companies.

"There is a time surely not far off when the high cost of living must be cut down. The rumbling of the discontent that crosses the ocean to us ought to be a suggestion of what is apt to happen here in the near future.

"The Government of cities, States and of the United States will soon get on an unpolitical business basis. I believe we owe a duty to the communities in which we live to be more than shopkeepers. Living twenty-four hours in a day it is possible to make time, that we may give our judgment and business experience to others,

and help in every practical effort now organized or that can be organized to reduce the wastefulness and large outlays of cities—in many instances made to benefit certain powerful real estate, railroad and other interests that are fostered by politics which need the help of election campaign subscriptions. The large debts being created by cities are constantly increasing the taxations and rentals. As consumers always pay the cost of merchandise, so the property-owners have to foot the bills of the large pay-rolls and expenditures that are often in excess of actual needs.

"We must start for a goal, and to get to it we must simplify our baggage. We should have had the Parcel Post, Postal Savings and cheaper telegraph twenty years ago. It looks as if we are expecting these business blessings to be dropped upon us from an aeroplane in the skies. It is idle to talk about 'experimenting' with things that have been tried for a lifetime in other countries, and have been so successful and helpful to the public convenience and comfort. It seems incredible that nearly one hundred millions of people should be subservient to two telegraph lines and five express companies.

"From careful observation, I do not believe it is the small stores that are seriously opposed to the Parcel Post. No small storekeeper has anything to fear from the large general stores in the great cities, nor from public service utilities when properly conducted. The nature of these great businesses, their organization, and their ever-changing stocks do not profitably meet the requirements of a Mail Order Department such as the old Mail Order Houses of Chicago and the West have had for years without any public complaint. A million dollars' worth of sales are made in this State by these Chicago stores, and certain it is that very few of the small stores throughout the country can at all times fully meet the needs of the populations surrounding them.

"It would be ruinous to a small establishment to carry large stocks of high-priced goods, when the storekeeper could easily write to the large city stores for samples, and make the usual commission without any investment of money in carrying stocks; or, any customer who wrote direct for samples could then carry the samples to his local storekeeper, who could order the goods and thus keep the business of his neighbors. The

storekeeper could make a profit through the Parcels Post Service that he loses entirely when his customers order direct from the large city stores, because he does not encourage them to order through him.

"I freely believe that the Parcel Post would greatly increase the business of all the small storekeepers throughout the country; and I am not saying this on impulse—I have made a study of it for twenty years. As I have said before in print, I would gladly enter into a contract with as many of the large stores of the country as there are patriots, uniting to give up the Mail Order business entirely; either that or, as an alternative, all stores doing a business of over a million dollars should agree to be excepted from the general law establishing a Parcel Post business, in the interests of the smaller local stores. To keep on burdening one hundred millions for the benefit of a small number seems unjust, unnecessary and un-American.

"I believe that the effect of establishing a Parcel Post would be to consolidate many stores in communities where they are not profitable today, with the business divided so much. Such consolidation would give communities larger stocks, and the use of the Parcel Post would obviate increasing the storekeeper's capital in order to carry large stocks; this would greatly increase the prosperity of the local stores and the comfort and content of the people, who would be better served, and without detriment to the business of the large cities. I am particular about this, because I think it is the next thing that ought to be carried through for the good of the country. Let the people have what they want. That is what you do in all the ranks of business.*

"I am also clearly of the opinion that the Government of the United States owes it to the business interests and the family life of all the States to take possession of the Telegraph Companies under the old Act of 1854 (I am not sure of the date) when it sold the first line established in the country (the line between Washington and Baltimore) to what is now the Western Union. The people have a right to the protected service that only the Government can give, to the use of the wires without the delays that special interests now secure at

*See Addendum, pages 231-237.

times, and to the lower rates now necessary and possible. The use of existing Government buildings and offices throughout the United States would give splendid facilities at far less expense, when organized for a service that can easily equal the present behind-the-times telegraph service. The rates under the Government could possibly be cut in half, and twenty words instead of ten could be sent without any appreciable added cost.

"I do not believe in the confiscation of vested rights, but I do believe that the Government which can build the Panama Canal at a cost of four hundred million dollars for the limited interests that it serves, could find the money to purchase at a just valuation the telegraph lines, and perhaps the cable service. It seems to me that 'with charity toward all and malice toward none,' either the telephone system must lower its rates or else some Postmaster-General will very soon recommend that it also be taken under the wings of the Government. I am not claiming that the rates are unfair, but I believe that the very large use of the telephone now would justify a reduction in the cost to the people. You will bear in mind that, even if the Treasury balances were low, the immense sums of money coming in from the Postal Savings deposits (the moment these are under way) would put the Government in funds for what it wants to do for the content, convenience and comfort of vast numbers, to whom it is a hardship to pay the rates now charged for long-distance messages.

"Abraham Lincoln on the Gettysburg battlefield, the Mecca and shrine of all the brothers in a brothers' war, said something like this: *'The world will little note nor long remember what we say here, but it can never forget what they did here.'* We are all mixed up in novel-making and play-acting. Some men write novels, but all men make them. Truth is larger than fact, and it walks when fact sleeps. We are face to face with the serious and practical things of life, and from a fifty years' study of them, I am speaking to you of these rather than of the trials and commonplaces of business and the changes that have taken place since Mr. Stewart's time.

"Honorable sirs, it is a tremendous thing to live. Dying is next to nothing—beasts and birds die. Living is everything. The universe is sensitive to the merest

touch, and, therefore, it is possible to set wheels in motion that shall outrun the world. Experiences, ideas, emotions persist from age to age, though shattered empires go down to death.

"Gentlemen, the heart always suffers when translated into speech. It is very fortunate for me that I wrote something beforehand of what I wanted you to hear and think about—to do straight thinking about. You have greatly enriched me in this beautiful hour that I can never forget, which makes it more and more clear that life is worth living, and that we all can do things that somebody will remember. In July we prepare for December. Let us, with forethoughtfulness, begin on this very day of November to sagaciously bring out the PATRIOTIC MERCHANTS' RESERVES to the help of the President and all those associated with him in the handling of public affairs, and in the preparation of legislation for the next Congress. How shall we do it? That is much more easily thought out than many of the problems that you and I have been battling with in the years that have gone over our heads.

"In conclusion, this great morning, with your valuable gift you have given me also the spirit of the eagle, ready to soar to the highest sky and to dare the fiercest storm. The ministry of a great manly sympathy is a warrior's shield from every hurt. When the heart is right, the hand will be right. *'As a man thinketh in his heart, so is he.'"* (*Rising applause.*)

THE TOASTMASTER:

"There are a few gentlemen here who will say a few words, and it will not take long. By the express desire of Mr. Wanamaker, he wishes to hear from the partner who came with him fifteen years ago into this great city —fifteen years ago today. There is a famous passage in Dickens which says that some happy event, some fortunate opportunity, may form the two sides of a ladder on which a man may mount, but the rounds of that ladder must be made of stuff that will stand the wear and tear of life. The two sides of one ladder you will see here today: I present to you the partner of John Wanamaker, Mr. Robert C. Ogden." (*Applause.*)

Mr. Ogden's speech was singularly happy, brief and pointed.

"*Mr. Toastmaster, Mr. Wanamaker, Gentlemen:*—I feel highly complimented in being the subject of a greater confidence than that which was reposed in any of the humorous, eloquent and instructive speakers to whom we have listened. I was not informed until I was at the table, and the luncheon well under way, that I was expected to say anything here today—so that the management of this luncheon has, I think, reposed in me greater confidence than was reposed in any of the speakers to whom we have already listened.

"I have had a number of emotions. I wonder how many there are here who have known Mr. Wanamaker from the beginning of his business career until today. I am sure that there are very few of us, very few indeed, and that is reminiscent.

"I have also been very much pleased at the humor that has been displayed by our Toastmaster. His reputation for delightful, graceful, beautiful, amusing and instructive speech is co-equal with the extent of our land, but our surprise is always great when we remember that the source from which it comes must sign his firm name with a 'MARK' and a 'CROSS'! (*Laughter.*)

"I am convinced now that the joke which we have heard so often has a very large measure of truth in it: it is absolutely true that '*Taffy is better than 'epi-taffy.*' (*Laughter.*) The enjoyment of the goodwill of one's friends is better in life than after mortal life has ended.

"But I am very sure that there is also a serious side here—one in which I feel profoundly interested. Twenty-eight years out of these fifty years of Mr. Wanamaker's business life I have spent in personal association with him, and in the earnest effort to express his principles, so far as it fell to my lot to do so, in the active management of his affairs as they were entrusted to me.

"'*Whoso cometh after the King*'—it is very difficult to make a speech after the instructive address that Mr. Wanamaker has given us here. I shall not attempt to follow it. I know I am an old man, and old men are very apt to be prosy. I think that in a moment or two I shall show you that I can play 'Short stop!' (*Laughter.*)

"But I do sympathize very greatly with the character of this gathering here today, as I think over it—it is so thoroughly representative. Here are distinguished men

in literature, in the editorial profession, in the sacred ministry, in the profession of the law, in business, in social life, all gathered to pay their tribute to the life and career and success and usefulness of a very prominent business man, to recognize what he has done. And this is certainly, Mr. Wanamaker, a very great and representative tribute to the success and the power of your life. It illustrates the truth that I am sure you feel very deeply—because I have heard you express it so often—that *'the life is more than meat and the body than raiment.'* It expresses the truth that business is not an end in and for itself, but that business, even when organized on the largest possible scale, may mean unparalleled success.

"If business is not this, not an end in itself, then it is a means toward an end: a means for building up all the various virtues that we have discussed here this afternoon, making the life of the city a unit—stronger, more patriotic, nobler. It is the force and the power that underlies education, art, literature; in fact everything that has a relation to the development of the human mind and the progress of the human race. These depend upon the success of business, and business properly conducted looks toward such ends rather than toward the mere accumulation of money, though the accumulation of money is absolutely necessary to the development and success of business.

"So, Mr. Wanamaker, I consider this occasion the culmination, the zenith, the topmost stone in all of the beautiful structure which had its beginning last Spring on the actual anniversary of the beginning of your business, and continuing throughout the various enterprises that you have inspired, building up and raising from point to point. Greater and more beautiful, I think, is this top-stone with all its grace and beauty, and I congratulate myself that I have had the privilege of being here. I keep my promise by being short." (*Applause.*)

THE TOASTMASTER:

"Gentlemen:—You are to hear from two more speakers. The President of the Chamber of Commerce is in a position that gives him a crown of honor, a title

of respect, and the assurance of good sense. I present to you Mr. A. Barton Hepburn."

The attitude of merchants in general toward Mr. Wanamaker's career as a merchant, and in particular the feelings of those who were gathered to do him honor, were aptly voiced in Mr. Hepburn's address.

"Mr. Toastmaster, Mr. Wanamaker, Gentlemen:—In these times, when success in business invites indictment in the newspapers, if not in the Courts, it is truly refreshing to attend a gathering of this kind where an honorable body of merchants do honor to a continuously successful member of that body. The golden period of success in business, which you, Mr. Wanamaker, have achieved, means not only business acumen and business ability, but it means also business ethics and business morals; and you have also given to your fellow-countrymen and your fellow-merchants an example of longevity —which means right-living. Altogether it is a beautiful expression of what a man may and should make out of his life.

"I came here not to add anything to what these other gentlemen have said, but simply as the President of the Chamber of Commerce, speaking for the large body of merchants that compose that organization, who know you and have been doing business with you and alongside of you all these years—to say that we greet you in common with the law we emphasize; we underwrite the expressions of goodwill and gratitude which have been uttered here today; and we wish you long life, health and prosperity. May your future be as glorious as your past!

"Now I want to say that I met Mr. Wanamaker not as a merchant, but in public life. I was Controller of the Currency when he was Postmaster-General, and I have heard him talk about Parcels Post before. He did it officially at that time, and we all remember the epigrammatic phrase that he made use of when he said that there were only four reasons against the adoption of the Parcels Post: *'The Adams, the American, the Wells-Fargo and the United States Express Companies!'* (*Applause.*)

"These reasons are losing their grip, and what he so

earnestly urged then is soon coming to be realized, and he is entitled to the credit of being the pioneer.

"In fact, he brought to the discharge of his duties all the ability that he displayed in the management of his private affairs, and we never had a better business administration in the Post Office than he gave us at that time. We have had some strenuous times, and we have incurred criticisms. I remember that when Levi P. Morton gave permission to open a bar in the Shoreham Hotel, it gave rise to much criticism in temperance circles, and on one occasion when J. Allen, of Mississippi, was talking on a political situation in the House, after assailing the party, he ended his remarks in this way:

> "'Ben, he runs the White House,
> Levi runs the Bar,
> John, he runs the Sunday-school,
> And hang it!—there you are.'"

(*Laughter and applause.*)

THE TOASTMASTER:

"*Gentlemen:*—I find that there are to be two more speakers. Before I call on Mr. Job Hedges, Mr. Wanamaker wishes to hear from Mr. Oscar Straus."

MR. STRAUS:

"*Mr. Toastmaster and Gentlemen:*—I deem it a great privilege to be here today and to be one of the members of a very enjoyable occasion. Now, what does this occasion mean? It signifies that here is a man who has spent fifty years in a competitive business—for all business wherein there is success is competitive—and that he has made of his competitors not enemies, but friends and admirers. (*Applause.*)

"The life of such a man as our chief guest here today is a great lesson to us. He illustrates that characteristic of some American men which was suggested to me while I was in England some years ago. An Englishman said to me: 'Your country is a great country. It develops in the most extraordinary degree what you—or some of you, at least—think an evil: I refer to your "swollen fortunes." Now, there is no country under the sun so well fitted to have these, for no other country has so truly found the remedy for them: the men who

have accumulated your "swollen fortunes" are the very men who stand at the head of your "swollen benefactions." ' (*Applause.*)

"It is so. In no other country in the world has so much been done by private individuals for the public good as here in our country. I hope that may always be so. The benevolence of such men as Peabody, Peter Cooper, Andrew Carnegie, Rockefeller, and scores of others whose names are familiar, is a remarkable index to our Americanism. And I hope that, when these fortunes or portions of them pass on to another generation, they will be managed with that spirit of benevolence which has characterized the dealings of the architects of these fortunes. This is a desideratum indeed. I only fear that the men of the next and the following generations who inherit fortunes that were made in this, without striving for them, will not inherit also that spirit of humanity that has developed alone with the fortunes.

"A man like Mr. Wanamaker, of a distinctive type, rising from the lower level, winning his own way and working toward success by his energy, his ability and his capacity, and all along keeping in touch with the greatness of our people, his own heart pulsating with the great heart of the American people, follows two paths, one representing power, energy and ability, and the other benevolence, brotherly love and the spirit of humanity. The true significance of the life of Mr. Wanamaker—and of all the others, those architects of the great fortunes of America who feel that such fortunes carry with them a responsibility entailed by the opportunity that America has afforded them—the significance of these lives is that the greatest desideratum and the noblest purpose of the merchant is patriotism for our common country!" (*Applause.*)

THE TOASTMASTER:

"*Gentlemen:*—It is said that irony is a noble and cleansing weapon when it is wielded by a strong spirit upon the discords of life. The gentleman who will address you now is well known to all of you, and those who, in the heat of political debate, have suffered most from his blows are also those who have admired the

able manner in which those blows were dealt. I present to you Mr. Job Hedges." (*Applause.*)

MR. HEDGES:

"*Mr. Wanamaker and Gentlemen:*—The confidence reposed in Mr. Ogden for the short time in which he was given to prepare his address insures absolute enthusiasm for mine.

"My thoughts this evening (almost evening) naturally turn toward Mr. Wanamaker rather than toward Murphy, and I am wondering if he really has had a good time. He has done very well, and all these bright little sayings of his have been prepared with some care. It is so long since he graduated from the field of humor that I am glad to welcome him back. (*Laughter.*)

"Now, I want to relieve my distressed mind that there shall be no failure in the intelligent transmission of any small, modest and imperceptible fortune, should one come my way: I shall dispose of mine necessarily day by day while I am in the flesh.

"I remember when Mr. Wanamaker and I started out together some years ago. I have had this much advantage over him—he has cultivated his character while accumulating; I have cultivated my character without the distractions of accumulation. He has built his great system on the lines of intelligence and perspicacity, and incidentally I am on his pay-roll—on the thirty-first of December, God willing and my strength holding out, he will have another reminder of that. I study him more carefully than he does me. I remember one day he said to one of his head men: 'I want you to meet Mr. Hedges, and if he ever stops being politically active we want him to join our forces here.' Then a few weeks later he sent me to Ohio on a political mission, and I went. (*Laughter.*)

"One of Mr. Wanamaker's good points is the fact that he can smile. Now and then you see a man with wrinkles on his brow, who is trying to give the appearance of wisdom, but the man who can smile while being beaten in a transaction has accomplished quite a good deal. There are no wrinkles on Mr. Wanamaker's face; he may not have been exposed like some of us. (*Laughter.*) I do not worry with him as to what Wall Street will do, but as to whom it will do. And I just

want to assure him of my belief that it is a sort of Providential dispensation in this world to be able to smile. When a man feels sorry for the rest of the human race, his own race is about concluded.

"Now, this idea of a fifty years' celebration rather appeals to me. It indicates that Mr. Wanamaker began to work only about fifty years ago. I began some forty years ago, and in about ten years from now—well, yes, ten years from now—if you want to—you may! (*Laughter.*) It is a good thing when people can dine together, for you cannot get half so mad at a man when you are eating with him. (*Laughter.*)

"I have often thought I would like to be a merchant, Mr. Wanamaker. It is a wonderful art. I send my bill in every six months, he sends me his every thirty days —and at the end of the year I always owe him! I do not know anything about the Parcels Post as a means of intercourse between him and me—the mail carries mine.

"One day he took me to the cashier and said, 'Mr. Hedges's credit in this House is unlimited.' No one had ever said that of me before, but I went home and told my family—and then I went broke! (*Laughter.*)

"I want to tell you that there is no place in life for an everyday lawyer. And think of there being a million of them—that is too many. There are too many of everything. And if they ever combine—I do not believe in combinations. Reduce the cost of living? No trouble about reducing the cost of living—the trouble is in raising the price to live. (*Laughter.*)

"Now I am going down to see Mr. Wanamaker, probably tomorrow morning—just drop in casually and say, 'That was a good time we had yesterday, wasn't it?' And he will say 'Yes,' and I will say, 'I am glad we are working them together.' (*Laughter.*)

"If you will reflect over that for a moment, it will be unnecessary for me to say anything more." (*Applause.*)

THE TOASTMASTER:

"Gentlemen:—As they say in diplomatic circles, the affair is closed."

After the toastmaster's words, a number of Mr.

Wanamaker's older friends among the guests stayed to offer their congratulations in person.

The guests present numbered about one hundred and thirty, and represented many of the activities in which Mr. Wanamaker has been interested during his life: Notable merchants chiefly, officials whom Mr. Wanamaker knew while he was Postmaster-General under President Harrison, foreign consuls, and representatives of educational and religious bodies.

At the head table sat:

Mr. John Wanamaker

Mr. John Daniell, Jr., Merchant

Mr. Patrick Francis Murphy, Merchant

Mr. Robert C. Ogden, for many years Mr. Wanamaker's associate in the New York Store

Col. William Jay, Attorney

Mr. William G. McAdoo, Attorney, and Builder of the Hudson River Tunnels

Rev. Dr. Joseph Silverman, of Temple Emanu-el, New York City

Hon. E. M. Morgan, Postmaster of New York City

Mr. John F. Daniell, Merchant

Mr. A. Barton Hepburn, President of the New York Chamber of Commerce, and formerly Controller of the Currency when Mr. Wanamaker was Postmaster-General

Rev. Dr. Howard Duffield, of the Old First Presbyterian Church, New York City

Rev. Dr. Edward G. Thurber, of the American Church, Paris

Hon. George McAneny, President of the Borough of Manhattan

Hon. George B. Cortelyou, former Postmaster-General, and also Secretary of the Treasury

Mr. James M. Beck, formerly Assistant Attorney-General, U. S. A.

Hon. Rhinelander Waldo, Police Commissioner of New York

Rev. Dr. William T. Manning, of Trinity Church, New York

General George Wingate, Attorney, Author, Educator

Mr. Archibald R. Watson, Corporation Counsel, New York City

Hon. Job E. Hedges, Attorney, and formerly Magistrate

Hon. William H. Maxwell, Superintendent of the New York Public Schools

Hon. Oscar Straus, Merchant, formerly Secretary of Commerce and Labor

Mr. Nathan Straus, Merchant

Mr. George W. Perkins, Financier

Mr. Frank E. Vogel. Merchant

Mr. Isaac N. Seligman, Banker

At other tables were the following:

Mr. Marks Arnheim, Merchant
Mr. John Armstrong, Broker
Mr. Ellery O. Anderson, Attorney
Mr. Samuel Bloomingdale, Merchant
Mr. John R. Butler, Merchant
Mr. Morris Bernhard, Merchant
Mr. Roscoe C. E. Brown, Journalist
Mr. William H. Brown, Merchant
Mr. Isaac V. Brokaw, Merchant
Mr. Sylvester Byrnes, Merchant
Mr. J. S. Barclay
Mr. Woodward Babcock
Dr. Royal S. Copeland, Commissioner of Public Health, New York
Mr. Cyrus H. K. Curtis, Publisher
Mr. Robert M. Coyle, Insurance
Mr. Griswold B. Daniell, Merchant
Mr. Joseph P. Day, Real Estate
Mr. William M. Dyer
Mr. Charles B. Dunn, Banker
Mr. Seering F. Dunham, Merchant
Mr. Seering F. Dunham, Jr., Merchant
Mr. E. D. DeWitt, Journalist
Hon. William H. Edwards, Street Commissioner of New York City
Mr. James Elverson, Jr., Publisher
Mr. P. A. S. Franklin, Vice-President of the International Mercantile Marine
Mr. W. C. Freeman, Advertiser
Mr. John Forsythe, Merchant
Captain DeWitt C. Falls, Seventh Regiment, N. Y.
Mr. Howard B. French, Banker
Mr. A. M. Greene
Mr. B. J. Greenhut, Merchant
Mr. Charles F. Goetz, Merchant
Mr. Jacob Gimbel, Merchant
Mr. Joseph Grieves, Banker.
Mr. M. F. Hanson, Publisher
Mr. W. D. Harper, Banker
Mr. M. V. Hemphead, Broker
Mr. Edward J. Hogan, Real Estate

Mr. L. Townsend Hildreth
Mr. John W. Harrington, Editor.
Mr. Francis Halpin, Banker
Mr. Joseph Johnson, Fire Commissioner, New York
Mr. J. L. Kesner, Merchant
Mr. Louis Krower, Merchant
Mr. G. W. Kendrick, Jr., Banker
Mr. Joseph H. Klemmer, Banker, formerly Register of Wills, Philadelphia
Mr. Samuel D. Lit, Merchant
Mr. F. G. Landon
Mr. J. Bertram Lippincott, Publisher
Mr. W. E. Lewis, Journalist
Mr. Robert E. Livingston, Advertiser
Mr. F. G. Lee, Banker
Hon. Herman Metz, formerly Comptroller of the City of New York.
Mr. S. S. McClure, Publisher
Mr. Frank A. Munsey, Publisher
Mr. Joseph B. Martindale, Banker
Mr. Charles M. Marvin, Banker
Mr. Frank W. Meyer, Commissioner of Education, New York
Mr. Frank McLaughlin, Advertiser
Dr. Frank E. Miller
Mr. J. K. Mohr, Merchant
Mr. W. R. Nicholson, Banker
Mr. Willis H. Ogden, Merchant
Mr. Samuel W. Peck, Manufacturer
Mr. William Plaut, Merchant
Mr. Nuber de Pereked, Consul General of Austria-Hungary
Dr. J. H. Penniman, Vice-Provost of the University of Pennsylvania
Mr. William J. Pattison, Publisher
Mr. Herman Ridder, Publisher
Mr. Lewis H. Rodgers
Senor Cayetano Romero, Consul General of Mexico
Mr. F. H. Scott
Baron Schlippenbach, Consul General of Russia
Mr. Henry L. Stoddard, Publisher
Mr. Isidore Saks, Merchant
Mr. H. F. Samstag, Merchant
Mr. Louis Stoller
Mr. T. P. Smith
Dr. Albert Shaw, Publisher

Mr. Louis Stewart, Merchant

Mr. Henry Sidenberg, Merchant

Mr. James F. Sullivan, Banker

Mr. Brent M. Tanner, Merchant

Mr. Henry S. Thompson, Commissioner of Water Supply, Gas and Electricity, New York

Mr. H. H. Topakyan, Consul General of Persia

Mr. Oscar Tietz, of Berlin, Merchant

Mr. Edward A. Van Valkenburg, Publisher

Mr. Louis Wiley, Advertiser

Mr. Patrick A. Whitney, Commissioner of Correction, New York

Mr. E. A. Westfall, Advertiser

Mr. Benjamin G. Wells, Publisher

Mr. F. W. Winterburn

BOOK FOUR.

PRIVATE TRIBUTES.

CHAPTER I.

Anniversary Day, March 13, 1911.
Mr. Wanamaker's Breakfast to His Business Chiefs in Egyptian Hall.

WHEN the business chiefs of the Store were invited to breakfast with Mr. Wanamaker at five minutes before eight o'clock on the morning of March 13, 1911, few of them realized why this hour was to be specially marked.

But it was, by the tick of the clock, the anniversary of a significant moment, as explained in the program which each one received and carried away as a souvenir.

The Wanamaker business took possession of the building at Sixth and Market Streets on April 2, 1861, opening its doors to the public on April 8, a few days before the first gun was fired on Fort Sumter.

Fifteen years after that the business was moved to Thirteenth and Market Streets, the Grand Depot—a men's clothing store—being started in the Spring of 1876.

By the next year the business included the selling of dress goods and silks, and the opening of this larger store took place on Monday, March 12, 1877, when, at five minutes before eight, Mr. John Wanamaker himself opened its doors to the public.

Just thirty-five years later, on Monday morning, March 13, 1911, at five minutes before eight o'clock, Mr. John Wanamaker entertained his business chiefs.

ORDER OF EXERCISES IN EGYPTIAN HALL.

Organ.....Mr. J. Granville-Smith, A. R. C. O.

Blessing.....Dr. Stanley L. Krebs

Song—Auld Lang Syne

Breakfast

Presentation of the "Jubilee Colors" to the
J. W. C. I. Corps.....Mr. Wanamaker
"Semper Fidelis," J. W. C. I. Military Band and Boys' and Girls' Bugle Corps

Address ..... Mr. Wanamaker

Song—America

Organ Recessional..Mr. J. Granville-Smith, A. R. C. O.

After the impressive singing of "Auld Lang Syne" in chorus by the assembled guests, the breakfast was served.

Following the breakfast, the members of the John Wanamaker Commercial Institute Battalion, the Boys' and Girls' Bugle and Drum Corps, and the Wanamaker Military Band marched in and formed a hollow square around the breakfast table facing Mr. Wanamaker, who presented the Battalion with the Jubilee Colors—a large gold-bordered American flag bearing the inscription "Jubilee Year, 1861-1911." The presentation was made with this speech:

"Colonel Scott and Comrades:—For you are comrades, though you are younger than most of us—may I say to you this eventful morning that nothing that may come today will move my heart so much as the sight of you—as the movement and the music and the future that looms up before me as I look into your faces. To say that I am proud of you is but faint and inexpressive.

"I have great hopes for you, expectations of great things from you, and visions of your future—of a great future, an honorable future, a useful future. I wish I could paint the picture of it for you, but you can paint it yourselves, because you must have some vision of it and you have the making of it. It should be beautiful, but it may be otherwise should you fail or falter.

"It is a great satisfaction to me, as well as a wonder, to hold this beautiful flag—the most important in the world—and to hand it to your officers as one of the Jubilee memories, a token of patriotism, a token of the future. I have presented flags to you before on various occasions. It is a solemn thought that some one else—perhaps one of your own number—may be presenting the next Jubilee flag. I rejoice to think that none of the flags that you have borne proudly among your people, and in the sight of the citizens of this city, have ever been stained or trailed or dishonored.

"My belief in you this morning is that you are patriotic, young as you are, and that you would fight as your fathers fought against any dishonoring of the old flag of our great country. I pass it over into your keeping, and I hope that the coming days will bring anniversaries and occasions when you will add to the staff of colors behind which you march, and that you will keep them sacred, as inspirations for our future lives.

"May God add His blessing to every moment that we spend together in trying to do our best work."

Mr. Franklin N. Brewer, representing the business family of Mr. Wanamaker, followed with a few remarks, introducing Mr. Joseph H. Appel, one of the Store's executives, who, speaking for the business chiefs of the New York and the Philadelphia Stores, paid a sincere tribute to their chief's qualities as a student of human nature.

"Mr. Wanamaker," said Mr. Appel, "a few years before you opened your first store at Sixth and Market, Henry W. Longfellow read a poem in Cambridge, Massachusetts, upon the fiftieth anniversary of the birth of Louis Agassiz. So applicable to the present occasion are these verses that I shall read some of them:

"'It was fifty years ago,
In the pleasant month of May,
In the beautiful Pays de Vaud
A child in its cradle lay.

"'And Nature, the old nurse, took
The child upon her knee,
Saying, "Here is a story-book
Thy father has written for thee."

"'"Come wander with me," she said,
"Into regions yet untrod;
And read what is yet unread
In the manuscripts of God."

"'And he wandered away and away
With Nature, the dear old nurse,
Who sang to him night and day
The rhymes of the universe.

"'And whenever the way seemed long,
Or his heart began to fail,
She would sing a more wonderful song
Or tell a more marvelous tale.

"'So she keeps him still a child,
And will not let him go,
Though at times his heart beats wild
For the beautiful Pays de Vaud.'

"These lines are applicable to the present occasion because you, like Agassiz, have wandered 'into regions yet untrod,' with the old nurse, Human Nature, by your side, reading and interpreting the great story-book of life. To you also, the world has sung a marvelous song, which you in turn have unfolded to the people. At times your heart, too, must have almost failed, and the way must have seemed long. But by keeping always the trusting heart of a child, while growing a giant intellect, you have ever remained a student of life.

"Agassiz was the great Naturalist. You are the great Human Naturalist. Agassiz was a student of animal life. He studied the fish of the sea, the fowl of the air, the insects of the forest. He analyzed and classified animal nature, collating laws, truths and principles which are everlasting text-books. You are a student of human nature. You have devoted your wonderful life to the study of Man—his wants, his needs, his desires. And you have ministered unto them.

"But you have done much more than merely supply human needs, as they daily arise. You have gone into the homes of the people. You have looked into their minds, their hearts, into their relations with one another —and you have raised their standard of living by supplying them with new comforts and conveniences, by bringing art and culture into their lives, giving them a new outlook, surrounding them with a new environment. And we change men by changing their environment.

"Even this great work is but a small part of your accomplishment. The world has a way of raising up men to meet the emergency. History teems with examples. In the short life of our own nation, Washington was such a man. Jefferson was such a man. Lincoln was such a man. When trade, in its evolution, reached the point where it was possible to discard old, unfair practices, and to set up in their places new and equitable methods of dealing, you, Mr. Wanamaker, were called of God, I verily believe, to lead the way.

"I have not been privileged, as others have, to stand physically by your side in all these fifty years of laboring for the right as you saw it. But in the preparation of the Golden Book I have at least mentally trod many of your rock-strewn paths, and I know that only one thing kept you at your task—and that was the inspiration that you were called into service for a high purpose. Your faith was God-given.

"Recently I have looked over your first cash-book, beginning with the day you took possession of Oak Hall, April 2, 1861, where in your own handwriting you have set down in cold figures, that even the dullest may read, the story of your early trials and sacrifices as well as of your hopes and ambitions and your everlasting faith in man and the fight.

"This is your Jubilee Year. Your chiefs of staff, representing as they do all your business family, are here at your cordial invitation to breakfast with you at the hour you swept the floor and opened the doors of the old Grand Depot—the New Kind of Store.

"They have felt in their hearts that some slight tribute of their affection and regard for you would not

be unwelcome. But they feel still more that the best Jubilee gift they can make to you is their pledge that they stand linked together for the further extension and perpetuation of your great work for Humanity.

"In official meeting assembled on Saturday last they unanimously passed these resolutions:—

> "'*Be it resolved,* By the chiefs of departments of the Wanamaker Store, Philadelphia, in official meeting assembled, Saturday, March 11, 1911, that the chair appoint the chairman of a committee, with power to select other members who will act in conjunction with Mr. Rodman Wanamaker, in the formulation of a plan for the public recognition and perpetuation of the fifty years' work and achievements of Mr. John Wanamaker and as a token of their personal affection and admiration.
>
> "'That suitable forecast of this action be made to Mr. Wanamaker on Anniversary Day, Monday, March 13, the complete announcement to be withheld until Jubilee Day, to be celebrated in the coming autumn.'

"That committee, composed of Mr. Brewer, Mr. Nevin, Mr. Haddock and myself, acting for all your people, have signed a letter which is in this envelope, addressed to you, and which I hand you now with the request that it remain in your safe with seal unbroken, until Jubilee Day shall be celebrated in the coming autumn, when the plans we have in mind shall be divulged.

"There is mystery now in these plans; there will be mastery we hope, in their unfolding.

"The letter, you notice, is tied to one red rose. There is triple meaning in this sentiment.

"FIRST, being a single rose, it stands, not for your fifty years of achievement that are past, but for the opening of the first year of the next half century of achievement that shall stand and grow on your well-laid foundations. You have always faced the East instead

of the West; and the sunlight of what is to come, instead of what has been done, is ever in your eyes.

"SECONDLY, being a rose, the flower carries another sentiment. When William Penn gave to his daughter, Letitia, the first brick house erected in America, the house that still stands in Fairmount Park, he deeded it to her, together with a square mile of land, on the condition that she pay him each year one rose. Later, Baron Stiegel adopted this beautiful custom in deeding to the people the old church at Manheim, Pennsylvania, where to this day the one rose is paid over annually to his heirs in the festival called 'The Feast of the Roses.'

"And LASTLY, being a red rose the symbol is complete. Old John Burroughs says that the flame of the log on the hearth is a part of the big red heart of Nature. Surely, then, this beautiful red rose can speak for the heart of man.

"You, who have given us so much and exacted so little, will you now accept this single red rose, as Penn accepted it from his daughter, knowing that it symbolizes the hearts of your people, from your dear son, Rodman Wanamaker, who for the day stands with us in the ranks, down to the newest recruits in your service?

"Mr. Wanamaker, there are many men in the world whom we like, many whom we honor, many whom we admire. But you—and I say it for all—you, Mr. Wanamaker, we love."

Mr. Wanamaker then made the address of the day, thanking his people for their loyalty and asking them to lend their best efforts—as they had done in the past—toward the development of the business. He spoke of the methods which had won the confidence of the public, as "truth, honesty and justice in dealing." He asked his guests to accept from him a picture of himself as a token of his esteem and regard for the work they had done.

Mr. Wanamaker said:

"I am very sure that all the members of my family—whose hearts seem to be so close to me this morning—will know that I am still too young not to be greatly affected by surprise—the entire surprise of this moment. The very wonderful speech, that is so rosy as to the business, and that blooms so beautifully in our minds as to the future, overpowers me.

"I have always felt that I was in the ranks with you. I have always had a broom in my hand, since the morning of which this is the anniversary, trying to sweep the way clear for your work, and to sweep out new paths for you to walk together in. And, while I have been your chief, I have never set myself above you, because we have walked abreast.

"We are still walking abreast, with sunny and heroic spirit, following the red rose, which has been like a brilliant star guiding our way through all the years—and they have not been long. You and I have simply found some work to do, and we have borne hard on it.

"We have not grown old. Years do not make age. Given good health, which is—or ought to be—the personal care of each one of us, the only thing that can make us old is losing sight of the star, and losing interest in each other and in what we have to do.

"I do not doubt—from the feeling I have at this moment, when words fail me to express the gratefulness of my heart, not only for so much that referred to the past but also for the one thing that is the Blue Ribbon of all things this morning; not only for your words but also for the manner of expressing them, for the tears in our eyes as we hear them—I doubt not that we love each other, that we have not lost regard or respect, though these may often have been strained by business circumstances of which time did not permit an explanation.

"We have marched on together. The people whom I have seen grow up from young manhood, people who were boys like those about us, had nothing like the opportunities of the young men and women who are here, who are doing so very splendidly. I have seen you grow to your present honors, many of you to great distinction as experts in your particular calling, and I thank God for the privilege of having lived with you.

"I am not going to promise that I can do a thing that may be impossible. You have given this envelope into my keeping. I am sure you will agree with me that it is mine—but whether I can sleep at nights without finding out what is in it I am not going to promise you yet, but I will try!

"I could not foresee, when I received your telegrams and your letters of congratulation, that there would be such a wonderful setting for our breakfast. It might be very difficult to meet men and women holding important places such as you do, if it were not for our dear friendship.

"There is something else in business than the mere contract that binds us in each other's service. I am so pleased that everything about us expresses this to you and to others who have followed. It has been the common practice for many years—and still is in many cities—simply to live by a bond that is written in black and white. Our bond is quite a different one: it is written in the whiteness of honor and in the redness of the fervent love in every one of our hearts. This is the tie that binds, and it is stronger than any other bond that could possibly be written.

"This is not simply an anniversary breakfast. It is a wedding breakfast, in the sense that it will wed us closer together for the greater things that are ahead of us. I know it is a common thing to say that there is no sentiment in business. But it seems to me, as I stand here before you at this table at which we are gathered, that in all the experience of my life I can think of nothing that will remain in my memory so beautiful as this will. Because I see the faces not only of comrades but of friends. I seem to feel myself passing upward as though in an aeroplane.

"I believe it will do us good to rise above the little things, the disappointing things, the difficult things, and to see the larger things that are now facing us and to ask ourselves how we are to meet them. It is not possible for all of us to be captains. Happy is the man who knows his own limitations—happy the woman who has risen to a place far beyond her expectations—happy are all who adjust themselves with contentment to do their very best, still hoping for a larger growth and a larger opportunity. It would be a great loss if ambition were to be blotted out of our program, but worry, fear, the sense of not being properly recognized, of not rising to the point to which some one else has risen—these are a great detriment and hindrance to any one.

"Dear me—I often think I would like to go back and hunt for hazelnuts in the woods, and trap rabbits and squirrels, and listen to the rustle of leaves and the singing of birds. I know you have had hard places, some of you, but there are others who have had sleepless nights and long, long climbs. We must have sympathy for each other, but we must go on to a finish. But why do I say that, when deep down in my heart I know that there is no place we can come to and say that our work is 'finished?' Life is inconclusive. At the end there is an open road, and we have still to go on.

"I am calling you this morning not to go back and dream over the things that have been done—the conquering of prejudice; the overcoming of studied opposition to a new thing; the certainty of old merchants that we had come to the wrong place and at the wrong time, that we had made a wrong beginning in such a large thing; the combined opposition of storekeepers; the queer opposition of the newspapers—the Sunday newspapers (not such as we have today—but of a far different standard from the present Sunday press); the utter abandonment of sympathy by the banking interests of the city—no sympathy from any of them. And here we stood and worked together, and by the goodness of God marked out a new road which has brought us up to this morning.

"We can never have so many discouragements ahead of us as we had away back in the past. I tell you—with a memory that I think is clear—that, except for the men like Richard Irwin and Josiah Bunting and a few others whose names I could mention, who had the courage to leave their situations and come and enter our service, I do not believe there was another man in the city of Philadelphia—save your speaker—who had absolute faith in the undertaking that began here. I shall thank you if any of you recollect any man in the city who believed in what we were doing. But because of the rightness of the principle, and the intelligent and unmeasured labor that was behind it, we are here this morning.

"You will find in the old Guild Hall in London the unit of linear measurement—a yard stick. You will find in Washington the foot rule, another linear standard,

and standards in liquid measurement. We were making standards and units for the future mercantile business of this country.

"So you can regard your store as a different kind of store. When you read this in our advertising, do not say that it is just an advertisement. You are a different kind of man, you are a different kind of woman, because we have lived together and have studied the possibility of honor in business; of truthfulness in statements, oral or printed; justice in every transaction—in the quality and value of the goods and in the exactitude of representations made.

"Our Anniversary Jubilee is not to be measured simply by the month of March. I cannot quite tell you the reasons why it is to be lengthened out, because I do not know them all. It is due partly to the incompleteness of our present arrangements, the unfinished condition of parts of our building—some fixtures are not yet here and could not come until we can thoroughly satisfy ourselves as to the proper location of departments. And so, some things which might have come into this part of the Jubilee celebration are only postponed until the fall, when we shall come back and try to complete some things that have been thought of, things in which you are all personally interested. It will not be long."

The exercises were brought to a close by the singing of "America" by the assemblage, and an organ recessional.

CHAPTER II.

"Jubilee Night," for the Business Family, October 28, 1911.

NOT the least interesting part of the Jubilee in the Wanamaker Store was a celebration which the public did not see. It was a private store-family affair, which brought together six thousand five hundred men and women, boys and girls, on October 28, 1911, after business hours, in the great building just completed.

All the members of the Philadelphia house, many from the New York Store, and representatives from the London and Paris offices assembled early in the evening and formed a pageant, which marched for two hours through the Grand Court, where a reviewing stand had been erected. This was occupied by Mr. Wanamaker, Mr. Rodman Wanamaker, members of their family, and a number of other personal guests, chiefly New York and Philadelphia journalists.

The pageant was headed by the Fellowship Club of Philadelphia, the Seventh Regiment Band of New York, and the delegation of one hundred and fifty from the New York Store. Just back of the band marched Father Knickerbocker, with two aides, one carrying a great cluster of yellow chrysanthemums fully five feet high, the other carrying a similar bouquet of white chrysanthemums.*

*The Chrysanthemum or Kiku, as it is called in Japan, symbolizes the sun, and in the orderly unfolding of its petals it marks perfection. Coming at the ripeness of the year—October—it symbolizes human perfection. Its lasting qualities give it a meaning of longevity. This is taken literally by the Japanese who put it in their tea and water which they drink to increase their days on earth. It is popularly supposed to have the power of prolonging life and strength.

Jubilee Night, October 29, 1911

The opening scene of the occasion is thus described by one of the newspapers:

"The band passed the reviewing stand and wheeled into position alongside of the great row of seats for Mr. Wanamaker's special guests, and then ceased playing. Father Knickerbocker, in his velvet suit with silver-buckled shoes, stepped to the front and addressed Mr. Wanamaker, who had risen to review the pageant. Lifting the golden bouquet he raised it above his head and presented it to Mr. Wanamaker as a token of the esteem of the New York employés. The white chrysanthemums were presented to Rodman Wanamaker. The New York delegation then took seats on the north side of the reviewing stand."

Attached to each of the bouquets was a card bearing an engraved greeting. The cards read as follows:

To the
HONORABLE JOHN WANAMAKER
Fifty golden "Kiku" flowers—
Symbolic of Fifty Fruitful Years,
Emblems of human perfection and enduring worth—
Ripening in the Autumn of our year
They fittingly typify the fullness
And lasting qualities of your
Achievement, and our reverence.
The New York Delegation.

To
RODMAN WANAMAKER
Fifty White Chrysanthemums—
Emblems of the Rising Sun—
Symbolic of the strength and power
Required and possessed by you
To fill the coming fifty years
With their potential possibilities.
Token of the unswerving faith and loyalty of
The New York Delegation.
October 28, 1911.

Following the New York contingent came the eleven sections of the John Wanamaker Commercial Institute, composed of all the younger boys and girls in the employ of the Store, headed by its First Regiment Military Band, with the Boys' Bugle Corps of the Institute, and the Girls' Bugle and Drum Corps. Battalions and bands executed a number of figures in front of the reviewing stand, and then countermarched through one of the side aisles to form a solid square directly in front of it, standing at attention during the remainder of the procession.

Behind these marched the various sections of the Store forces. The fifty young colored men who form the elevator squad carried a banner and sang as they marched. The cooks, waitresses and waiters connected with the Store restaurants had a unique display: on one store truck was built a pyramid of fruit sixteen feet high, and on another a pyramid of fine game and fowl dressed and ready for cooking. A picturesque figure led the Section which sells jewelry, watches and clocks—"Father Time," gray-headed and gray-bearded, his scythe over his shoulder.

Each section carried banners announcing the merchandise it represented. The Sporting Goods Section boasted a number of baseball heroes, impersonated by its members, and also a small trotting horse—a real one—which holds a racing record.

Toward the end marched the electricians employed in the Store, with a brilliant electrical display. The men carried electric torches, and were preceded by a large truck arranged as an electrical bower whose lights flashed out in full splendor as it passed the reviewing stand.

Much of the color of the scene was lent by the festal attire in the marching columns. Many were in special costumes, gay and picturesque, including those who impersonated the ten great nations. The J. W. C. I. cadets

were in dress uniform. All of the women wore light gowns, and the men were in evening clothes.

As one newspaper commented: "A notable feature of the procession of 6,500 persons was the great number of men and women who have grown up in the Wanamaker Stores. While the younger people gave enthusiastic salutes, these older ones looked up to their Chief with something more than enthusiasm. Friendship, kindliness, and fellowship beamed from their eyes, and were reflected back from the face of the man with whom they had grown old in business."

Many of the 6,500 store people carried yellow chrysanthemums, and these were showered upon Mr. Wanamaker by the hundred as long as the march continued.

The Grand Organ, the Wanamaker Chorus, the New York Seventh Regiment Band, the bands of the J. W. C. I., two groups of Highland pipers and the voices from all parts of the long procession in song and national hymn—all these made the building echo with music and song.

As the procession ended, all the divisions grouped themselves in place facing the reviewing stand. There was a bugle call for silence, and then—led by the Grand Organ—the great throng burst into the singing of "America." As the last note died away, suddenly, spontaneously, they lifted arms and voices in cheer after cheer of unrestrained salute to their Chief. Mr. Wanamaker no longer attempted to suppress the emotion which shook him.

Another bugle call for attention, and the addresses of the evening began.

The first address was made by Mr. Joseph H. Appel of the New York Store, who held in his hand the envelope and the red rose which he had presented to Mr. Wanamaker at the breakfast on March 13th.

As the representative of the 13,000 employés in the

two Stores, Mr. Appel broke the seal and revealed the secret which the envelope contained, and presented Mr. Wanamaker with the Jubilee gift which had been purchased by his store family. He spoke as follows:

> *"Friends and Business Associates, honored Guests of the Press, and you, Sir, our General:*—Tonight again, as fifty years ago, the air is vibrant with martial strains and echoing tread. Once more a great army has passed in review and is encamped in this historic square of William Penn. But, thanks to the good God, it is an army of Peace and Goodwill and Prosperity.
>
> "Strange, indeed, this army must appear to General Grant, made up as it is of beautiful women handsomely gowned, of gallant men fashionably attired, of boys and girls, the very flower of youth—with no guns nor bayonets nor swords, armed with nothing but natural strength and talents and love.
>
> "Yet this army is of vastly greater power in the going forward of the world than any armed force that ever assembled because it is an army of Humanity. It flies the banner that brought victory to the Black Prince on Crecy's Field—that always brings victory—with the motto: *'Ich Dien'*—I serve.
>
> "Not the service of feudal times. Not the bondage of militarism. No hand of iron nor fear of tyrant holds this army together. No command even of its general summoned it hither. Its members are bound to one another and to their commander by the great spirit of Mutuality.
>
> "Had we consulted your own wishes, Mr. Wanamaker, we would not have come. Never in a single moment of your fifty years in business have you questioned the loyalty of your associates. Nor have they questioned that of each other.
>
> "We are here now not to pledge anew our fealty to the cause and to you. That would be like pledging ourselves to ourselves; for you have made us one. Your work is ours. Our work is yours.

"We are here for a single purpose—to complete the tribute which began last March at the opening of your Jubilee, when at that historic breakfast in Egyptian Hall you got us up so early in the morning and we turned the tables by handing you a sealed envelope which we asked you to put in the safe and keep sealed until this meeting.

"By your leave I have taken that envelope from the safe and will let out the secret tonight.

"At that breakfast, as a mark of our love and affection, we also handed you a single red rose. That rose is now faded and withered, as you see, but—

> 'It is a fragrant retrospective,
> For the loving thoughts that start
> Into being, are like perfume
> From the blossom of the heart.'

"The retrospect, begun then, now reaches back fifty, sixty, seventy years, to the time when you were a boy at your mother's knee.

"It reaches back to one of the humblest sections of this Quaker City, where you were born, along old Buck Road and Dunk's Lane, near Gray's Ferry Bridge, across which Washington journeyed on his way from Mount Vernon to New York to assume the Presidency. Nature has her own way of drawing great men and great events out of humble and obscure places and causes.

"Of course, there were day dreams, then, in your young mind, but not of that which today is epitomized in this majestic building and in your great business as an eternal reality.

"Yet the germ was there—of the system, the Store equipment, the organization and the merchandise which have now become the world standard of retail commerce.

"Back to those dear old days, back to the very place where you were born, we ask you to go with us tonight that we may make you a slight tribute of our affection and esteem.

"We have purchased your birthplace; not the

house, for that is no more; but some of the ground on which your home stood.

"We are going to give you this property to do with as you will. The legal deed is here in my hand. We all wanted to sign that deed—nearly 13,000 of us—for the gift comes from us all, from the newest baby in your business family up to your second self, Rodman Wanamaker. But the Registry office said no; it would block the real estate business to record these names. So we have done the next thing—we have written our names in this Jubilee Book, which goes with the deed, bearing our congratulations and recording our love.

"From far-away Paris and London, from your organizations there, have journeyed by the world's fastest steamer two special commissioners, bringing personally with them the greetings from those who could not come, but who have already signed the Book.

"From New York, by special train, headed by your dear old friend and associate, Mr. Ogden, escorted by that superb Seventh Regiment Band, and led by Father Knickerbocker, Alexander Turney Stewart, who predicted that you would one day become a greater merchant than he, and by genial old Peter Cooper, whose Institute you have seen daily out of the windows of your New York office, and whose life was always an inspiration to you—from New York come these Captains and Captainesses (a sure mark that woman's suffrage is already here in business at least) to represent the great body of loyal workers in your New York Store, all of whom have also signed the Book.

"And here before you, led by the J. W. C. I. Band, which plays so splendidly; by the Boys' and Girls' Bugle Corps with their glorious fanfare and by the J. W. C. I. Battalion, who have more than once equaled the regular army in their marching, is the entire membership of your

Birthplace of John Wanamaker

Philadelphia Store, working by your side every day, speaking for themselves with deeds rather than with words. Representing the Mother Store, they have inscribed their names in the first half of the Book.

"And as a special and personal compliment have come two-score of the great Editors and Publishers of the American Press, many of them your long-time friends, some of whom were in Washington when you were there in official life.

"With the Philadelphia delegation, has come out of the past to greet you, the North American Indian, the original owner and tenant of this soil; and with him the great founder of our City—William Penn, standing there under his broad Quaker hat and saying again what he said to the Indians, and what you, Mr. Wanamaker, have always said to the people: 'We are met on the broad pathway of good-faith and good-will, so that no advantage is to be taken on either side, but all to be openness, brotherhood and love.'

"Here, too, is Benjamin Franklin, who often trod this very ground, and whose great grandson founded on this very site the first High School in America.

"Here is General Washington, whose Philadelphia home, while he was President, stood on the ground at Sixth and Market, where you opened your first store fifty years ago.

"And there is your friend, General Grant, saying again to another of your old-time friends, George W. Childs, as he said in your Grand Depot: 'It takes as much generalship to organize a business like this as to organize an army.'

"Surely this is an assemblage without precedent in the commercial history of the world!

"Let me now read in this distinguished presence, speaking the words for each one who would like to speak them to you personally, the inscription in this Jubilee Book:

To
Honorable John Wanamaker
this book
is
respectfully offered
by the
Thousands of loyal Members
of his
business family
to mark
the
Fiftieth Anniversary
in the history of
The John Wanamaker Stores

AN APPRECIATION

" 'To make men and women is an achievement even greater than to build up a business known around the world.

" 'In gratitude for the high example of courage, courtesy and principle, for the affectionate interest and the watchful care and sympathy which for half a century have marked your relations with your employees, we who have had the privilege of coöperating under your leadership for the realization of your ideals, subscribe our names in this Book of the Golden Jubilee to stand as an indelible record of our deep appreciation, our unswerving loyalty and wholehearted congratulations on the business-building, the store-building, and the man-building that you have so memorably accomplished.'

"Mr. Wanamaker, like the spider that spins its web out of its own body, you have woven the fabric of your own wonderful life out of your innate resources, building this great business and these great buildings out of your own innermost self. No inherited fortune or rich corporation

Golden Jubilee Book Presented to John Wanamaker
by his Business Family on Jubilee Night

stood back of you. On many dark days you fought the fight single-handed.

"Yet you are here tonight, the center of all these glories, not elated with your work but humbled with the consciousness of what greater things are still to be done. Humility, when born of Power honorably gained and honestly used, is the mark of the master.

"Truly, this Jubilee Book says: *'To make men and women is an achievement even greater than to build up a great business.'*

"How little the world really knows what is in the inner recess of your thoughts if it thinks you have been working all these years only to rear in Philadelphia this building, wonderful as it is, or the great structures in New York, or to build the business that is by far the largest in each city, and which this October, notwithstanding general business conditions, has made, in both New York and Philadelphia, the greatest gains in its history.

"You, above all merchants, have realized that mind alone is immortal; that the mind back of matter, the capacity to do, is greater than the thing accomplished.

"The thousands of people you have many times seen early in the morning in New York as you went to your office—the multitudes crossing Broadway from East to West—from home to workshop—is the finished product of these people at the end of day all there is to work?

"The great buildings of our cities, the railroads and subways and river tunnels—marvels of the age—are they all there is to science and skill and hard labor?

"Why, one great cataclysm of Nature can raze them all to the ground in an instant, can send the waters coursing through the subways and tunnels —can blot out even the millions of people who use them—and would the race then go back to the barbaric stage when life was strife and trade was barter?

"No, because we have been building men and women. And these men and women have been

building themselves into a higher plane, each generation doing the world's work a little better.

"There are no lost arts of today. When man creates a thing, no matter what happens to that thing, whether it is sold or stolen or destroyed, he retains forever the capacity to create it again—still better and better.

"The world's knowledge today is the sum of all the wisdom of the ages. As the world moves on man moves on—always a little higher.

"In this evolution, Mr. Wanamaker, you have been privileged to play an important part. 'Let the world beware,' says Emerson, 'when the great God lets loose a thinker on this planet.'

"You are the thinker who has largely revolutionized the retail commerce of the world. And we have been fortunate in being associated with you.

"We have done what we could, but you have done more. You have builded not only yourself but you have builded us into heroic business men and women and faithful boys and girls.

"Out of our brains you have gathered our minds and developed them; out of our hearts you have gathered our love—building us all together into one composite sovereign power for good.

"You have made us see that work is the salvation of man—that labor is true worship—that rendering service to man is the best service to God.

"Perhaps the sweetest side of all this gathering, to you, Mr. Wanamaker, is that among your chiefs today are many who came as boys and girls, and who rose step by step, as you have risen, to the heights.

"Your own sons came here as young men, took off their coats, knocked open the boxes and studied the rudiments of the business, learning it as you learned it—by trying and toiling.

"Here are Mr. Stull and Mr. Brewer and Mr. Sidebottom and Mr. Williams and Mr. Bunting—all boys of long ago—and there is Mr. Lynn, the boy who grew up under your guidance in that corner of the old building, in the Transept, where

he carried rolls of silk under his arm from stock-room to counter until he learned how to sell, and then when your star rose in New York, went with you there to carry the banner, and now comes back here leading the New York delegation, cementing us once forever into one great family. May we never forget that the two stores are one; that all our interests are mutual; that we shall work together, hand in hand and heart with heart.

"And now, Mr. Wanamaker, on behalf of your great business family, now and forevermore one and indivisible, I hand you this Deed, and your Birthplace, and this Jubilee Book, forming the trinity of our Loyalty, our Honor and our Love that each one of us bears to you and to your dear son, Rodman, who so nobly and earnestly is helping you to carry the responsibilities that always come with great success and high honor.

* * * *

"In the autobiography of Benjamin Franklin, we read how his father often quoted to him that verse from Scriptures: 'Seest thou a man diligent in his calling, he shall stand before Kings.'

"You, too, sir, have stood in honor before King and Queen, and Emperor and President, but tonight you stand before a vastly greater power, you stand before the great uncovered pulsating Heart of your own people.

"When the Heart speaks the lips are dumb. We can say no more. But if your mind ever wavers or your foot ever falters we beg of you to remember that as the Roman Legions were to Cæsar and the Imperial Guard to Napoleon, so are we to you.

" *'The Old Guard dies, but never surrenders.'*

* * * *

"Before you reply, Mr. Wanamaker, may I say these last few words to ourselves—let us say them together: We, too, will so work and live that when the evening of life comes to us, 'we also may be surrounded and respected by our fellow-citizens, who will listen with reverence to the recital of

our noble deeds, and we may proudly say, each one of us: *"I also was of that Grand Army."'"*

MR. WANAMAKER'S RESPONSE TO MR. APPEL, ACCEPTING THE GIFT OF THE STORE FAMILY.

"I don't expect you all to hear me, though I shall speak but a few words, because you have been on your feet so long and because I shall have an opportunity to speak with you in sections, where perhaps some of you at least will have an opportunity to sit.

"I am sure that you wouldn't advise me to try to reply to the gracious and beautiful words of one of your number who has spoken to me in your name. I wish I could sit down beside you—each of you, boys and girls, men and women—in a little circle where you could hear me easily, and quietly tell you how you have made me feel tonight with all this wonderful demonstration. Sometimes you think that I have heavy burdens, but you see tonight how easy some of my work is. I had nothing to do but to push back my chair at my office table, come down in an elevator, escorted by a committee, and here I am, listening to the sound of the nightingale who has been singing your song—the song you must have had in your hearts as you prepared this wonderful surprise for me. Why, I had nothing to do but to come down and have a brick house given to me and be complimented. I had to look around to see if your orator wasn't speaking to some other man.

"I am glad, though, always to be linked with you. I believe in you. I have reason to believe in you, when so many of you occupying high positions in the house were boys and girls here away back in the years. I think to come down stairs and look into your faces and recall so many of you is a sufficient reward. Your smiles, your congratulations, your happiness, are to me compensation for all the hard thinking, planning and carrying the flag which you in your goodness have reproduced in one form or another in a hundred

different ways in this beautiful ceremony celebrating our anniversary.

"I think no red rose I ever saw lasted so long. I think that no secret could have been as well hidden or better kept. I think that that red rose is full of the blood of human hearts and it has been poured out in the life of the night that we shall never forget. How can I thank you? To live with you and work with you, as we do live and work, meeting in the same house—I sometimes think we sleep in this house, at least when I walk through the store and some of you don't notice. We sleep on our feet, yet in your hearts I am sure that there is always a red rose of comfort to me.

"And now, I think that the light that has been poured out from this chandelier, where it has been stored for all this time, will light up better than these electric globes, not only this Grand Court over which the eagle reigns, but the whole building, not for tonight alone, but for an inspiration for the days to come. If it is true that one country boy could have the privilege and the opportunity to do all these things that have been spoken of here tonight, why not another boy? I should hope that gathered around me tonight there are hundreds that are going to rise high because they are large in character and mighty to do the things in the world.

"But I must not keep you. I want to thank you, every one, because every one of you, with your own hand, has done a gracious thing in writing your name in the book—nearly 13,000 of you. I thank you with a kind of thankfulness that you can't know unless somebody brings a great long train loaded with jewels and says to you that they are yours! These names, including the names of the good people from New York, I very greatly appreciate. It is one store, though a hundred miles apart, and you men and women carry the spirit that unites us and makes our work equal to our opportunity. It seems strange that you didn't know we had a 'Lynn' Haven over in that corner all this time, and a fine one.

I am so glad that Mrs. Stowell came along, because of the beautiful work she is doing in impressing her own life on the young people growing up there. How many good things you are doing! How can I thank you for this one, showing to me the place I have in your hearts!

"It is a very interesting thing that a journey should be made from Paris to represent our office there and another journey from London, representing our office there, coming on the *Mauretania* night before last and going back soon, come just to hear you and see you and to get new life for the work that is going on on the other side of the world.

"I have something else to say. I want to say to you how much I feel the kindly thought of searching out the little old farm where a small house existed years ago and thinking that I would like to have it. I am glad it wasn't a great mansion, like Mr. Cooke's at Ogontz, because it would have cost you so much you couldn't have all had a part in it I am told that you have made this property so valuable that I don't know what the Tax Office will do when they come to assess it—I think it might give me serious trouble if they were to put as much value on it as I do! It is a very little house that covers the place, but it was a very little place in which I was born and I was a very little person and didn't need a large house. It was a part of the old farm of some of my mother's kindred—the Deshong family. Part of it was the United States Arsenal, which I think my people gave to the Government, if I have the history of it right. You didn't know that.

"Well now, I have something to say about that. To have you interested in getting it makes me anxious to have you interested in what shall come of it. You must follow with your interest. I want to say to you that there is no such thing as expressing my gratitude to you. I want you to take just that single word. Though your secret was kept until a few hours ago, I can't see how you did it, with so many girls in it!

"I have decided to put the property you have

presented to me in trust to three trustees to represent you and me and I have selected as Trustees, Warren Snyder, of the Book Department; De Forest L. Bachman, of the Silver and Jewelry Department, and Rodman Barker, of our Accounting Office upstairs, who shall hold the property on which to begin a children's hospital, to be called the Robert C. Ogden Children's Hospital. That is the first he knows about that, and I can keep a secret, too.

"And in this connection—it is a great deal longer than I expected it should be—in this connection, I want to state that I have today conveyed to George W. Stull, Franklin N. Brewer, Allen G. Cressman, George A. Hause and Frederick Rebmann, a farm of 225 acres, situated within an hour's ride of Philadelphia, with streams and springs, a very healthy place, and on it a good stone house, which can be enlarged, to be known as the Howard S. Jones Residence House, for a permanent home for life of such of our aged persons elected from the retired roll, whose families or friends may have left them alone in the world.

"So you see, two can play at your game, and I hope you will be interested.

"Mr. Ogden was one of the first of the hard workers in the old Grand Depot, and Howard S. Jones—well, I wish one of you would grow up like him. I have a good Secretary, who is growing, but it seems to me that after forty years with that beautiful Christian man, who grew, I think, from a $6 place to be one of our best and most conscientious workmen, it seems to me that you might say, I am going to be a Robert C. Ogden, or I am going to be, with God's help, a Howard S. Jones.

"God bless you, every one."

At the close of Mr. Wanamaker's speech, a cadet stepped to his side, saluted, and handed him a telegram just received. It read:

"CHICAGO, ILL., Oct. 28, 1911.

"HON. JOHN WANAMAKER,

"Philadelphia.

"I congratulate you on your completion of fifty useful and successful years in American commerce and on the further fact that you have found time during your business career to play an important and conspicuous part in our public affairs.

"WILLIAM H. TAFT."

The cheering at this time was almost uninterrupted, beginning during Mr. Wanamaker's speech, doubling and redoubling in fervor as he made known his plans for the use of his gift, and echoing to the vast dome as the words of President Taft's telegram were heard.

Mr. Wanamaker then presented three flags, significant of the occasion—the new Store Flag, the J. W. C. I. Flag, and the University Flag.

The first of these was presented to Mr. George W. Stull, the oldest employé of the Wanamaker Store, who received it on behalf of all the employés. It showed a star, a square, and a sheep, on a crest, and bore the motto which Mr. Wanamaker had announced a few weeks before as the Store slogan for 1912—"Heroic and Faithful Business Endeavor—1912." Presenting the flag to Mr. Stull, Mr. Wanamaker said:

"This Golden Jubilee Flag is presented tonight to our Store family through you, Mr. George W. Stull, the oldest employé now in active service, as a memorial of the early days of 1861, to which it dates back. The Star stands for the brightness of our hope. The Square indicates the method of dealing true and fair; we have been for the square deal for fifty years. And the Sheep represents the fact that from the beginning we advocated and adhered to all-wool fabrics for clothing. 'All wool' was our war cry. This flag is to remind you of the good old principles which laid our foundations."

JUBILEE YEAR 1861 1911
LABORA
LET THOSE WHO FOLLOW ME CONTINUE TO BUILD WITH THE PLUMB OF HONOR
THE LEVEL OF TRUTH AND THE SQUARE OF INTEGRITY
EDUCATION COURTESY AND MUTUALITY
HEROIC AND FAITHFUL
BUSINESS ENDEAVOR
1913

Colors of the New House of Business

The second flag, bearing fifty white stars on a blue ground, was presented to the John Wanamaker Commercial Institute, and received by Major Scott for this organization. In presenting it, Mr. Wanamaker said:

> "If President Taft had been in Washington, I believe he would have come here tonight upon our invitation, to present to the Honorable Members of our Cadet Corps, through you, Major Scott, their commander, this noble flag. It would have encouraged him to admit two more States so as to put fifty stars upon the American flag.
>
> "The country must live up to the boys and their flags of enterprise and duty, and the boys must live up to their country's flag and to every organization that promotes patriotism and honorable endeavor. I hope each section of the House will copy the 1912 legend and place it where it will be in sight every day.
>
> "Let us cultivate a Store Patriotism that will make us all consider it an honor to march under the flag of Heroic and Faithful Endeavor."

Presenting the colors of the American University of Trade and Applied Commerce to Mr. Franklin N. Brewer, Mr. Wanamaker said:

> "This is the first flag of the American University of Trade and Applied Commerce, established here by students of the store fifteen years ago, and chartered just two years ago. Its most faithful supporter and worker is Franklin N. Brewer, who receives this splendid flag on behalf of the institution.
>
> "Tennyson writes of Britain, saying it is a country of 'one flag, one fleet and one throne.' We write here and now that America is the country of the Old Glory flag, one President and no throne.
>
> "On Queen Victoria's birthday, in 1899, in Canada, twelve years ago, there was adopted an Empire Day, which is celebrated by an observance one day in the year. The standard their men

> are holding aloft, and to which they train their youth, bears a watchword of four words, 'Responsibility, Sympathy, Duty, Self-Sacrifice.'
>
> "We raise our flag tonight with the same watchword, for we be brothers all the world over to men striving for education and advancement."

"Stars and Stripes" by chorus, organ and band—and "The Thunderer," by the J. W. C. I. Bugle Corps and Band and the New York Seventh Regiment Band—brought the Grand Court exercises to a close, the various divisions of the pageant dispersing to the four places in the Store where Mr. Wanamaker was to speak to them severally.

In Egyptian Hall were gathered all his personal guests, the heads of departments, the salespeople belonging to Division Number One, the New York delegation, the Advertising and "Book News Monthly" Staffs, and the Interior Decorators. To these he addressed a part of his main Jubilee Message, intended for all his people, asking "leave to print" its full text. This Message will be found on pages 144-149.

In particular Mr. Wanamaker here addressed the journalists present, as follows:

> "Gentlemen of the Press, I do not understand why you have so honored me, with the whole of your Saturday afternoon holiday, except to hear me say that I joined your craft when I was 18 years old, and published a small paper called *Everybody's Journal*, but I entered the newspaper life again as an advertiser and have kept steadily in the ranks of those who do literary work for nothing and pay large money to the newspapers to keep their presses going to carry to the public my store statements.
>
> "But the Columbus monument I am to have, if I ever have any, will be for discovering that the only newspaper advertising (unless you own the paper and it costs nothing to fill up space) is in the daily newspaper of known circulation. All others

are vanity and vexation of spirit. To have learned this fact has greatly helped my enterprises, though often there has been serious discomfort in saying so publicly and in breaking away from posters, leaflets and weeklies.

"Like President Taft, my present term expires and I am seeking reëlection to another, to serve at least for life. Assuredly it is my last term, and I shall be free, without fear of criticism, to regulate business without reference to the Sherman Act or the Supreme Court. In fact, I am half inclined, like other statesmen, to be the Legislature as well as the executive end, and also to be the Supreme Court myself. I shall preserve proper gridiron relations with foreign nations.

"I am for reciprocity, and, from long experience and expensive schooling, I fully understand the revising of the tariff, and I believe it to be to the interest of American consumers to readjust the tariff in many particulars, and for the benefit of manufacturers to do it downward, to increase employments by larger sales of goods at lower prices.

"I am in favor of the Parcel Post for the ninety millions of people in the entire United States, even if the act establishing it should exclude the storekeepers in five hundred of the largest cities of the United States, ourselves among them, whose annual sales exceed five millions. Why should ninety million people lose daily benefits because five hundred storekeepers, or even one million storekeepers, are against it? Yet I firmly believe that the adoption of the Parcel Post, which I fought for nearly twenty years ago, will, when in operation, benefit the storekeepers, compelling them to meet new conditions, make better stores and be sources of supply to the various sections in which they live.

"May I add a few words about business conditions?

"The Bible did not make the devil—the Bible simply interpreted the devil.

"The Sherman Act against trusts came along because trusts existed and were multiplying.

"Our busy, unsuspecting people were not aware of the growing power of monopolistic corporations, until the continual advance in the cost of living, raiment and all building improvements awakened the people during Mr. Roosevelt's term, and he rallied them around him by his outspoken views as their deliverer from oppressions, deceits and dishonesties. President Roosevelt practically initiated proceedings against certain trusts that restrained trade, controlled productions and held prices in some instances for enormous dividends. A day had to come when the people all over the United States would get behind their Senators and Congressmen, Judges, writers and the newspaper world generally and demand relief. That day had to come or the result would have been anarchy. That day of relief has arrived. It has come with firm steps, but kindly, with the reasonableness and justice of our greatest lawyer President and the moderation and wisdom of the Supreme Court.

"Now, with a little patience, time and fairness, all the great trusts will conform to laws on the Statute Book as understood and interpreted by the highest tribunal of the Government of the United States.

"I do not believe that Mr. Morgan, Mr. Frick or Judge Gary will care to defend any organization which by inadvertence expresses in its organization anything contrary to their own lifelong characters of uprightness. After all, organizations at top and bottom and centers are men.

"It is written, 'As a man thinketh, so is he,' and so are his companies and businesses.

"I am sure the day is at hand when any man or set of men doing business contrary to existing statutes, will, when such is proved to them, without animosity or unnecessary haste or needless expense, set their houses in proper order. For this reason I believe we are on the eve of a new era—on the eve of a better, safer, steadier, more prosperous business decade.

"America can square itself to war when it has to be, and yet more easily to permanent peace.

So it can and will square itself in the regulation of tariffs, trusts and stock markets.

"The highest glory of this century will be America's when the world recognizes that her people have become reverent and obedient to laws and have demanded and secured the prompt execution of every law on the Statute Book, so that equal justice may be done to the poor and to the rich without delay or favor."

Mr. Wanamaker spoke to the Cadets, Cash Boys, Inspectors and Tea Room employés, and all the people of Division No. 2, in the Tea Room.

"I am glad to meet those of you in the ranks of the younger life of this establishment. There is something very beautiful in the sight on Memorial Day, when the various Posts of the Grand Army of the Republic march through our streets. In the front ranks, and very appropriately there, march the veterans of many battles, who have won distinction and renown in fighting for their country. Then immediately following come the Sons of Veterans, who are to take the place of the fathers who have so nobly fulfilled their destiny.

"In this great business there are veterans and sons of veterans. I am so glad that in many instances the sons are following in their fathers' footsteps, and that the traditions of this Store for faithful service and honest dealings will be handed down from father to son, from the head of the business to its most humble worker.

"Faithfulness, loyalty and thoroughness are three words which we can all understand, and understanding them practice them from the greatest unto the least.

"It is true that the exterior of this great building may remain practically unchanged for a century or more, but if this Store is to fulfill its highest destiny it must always be changing in the conduct of the business. The trumpet call that rings out each morning as the doors are opened

is 'Onward and Upward.' Every day should see an advance all along the line.

"Once to every man and nation
Comes the moment to decide,
In the strife of faith with falsehood,
For the good or evil side."

In the Carpet Store Mr. Wanamaker made the following speech to the Mechanical Corps and all of the employés of the Delivery, Housekeeping, Stables and Factories, and the Night Watch; also all the people of Division No. 3:

"I must thank the Women's League for their splendid letter today signed by Mrs. Engle, Miss Hall and Miss Jackson, and also thank their officers for the golden pyramid of fifty huge chrysanthemums, so large that it would seem there were 500 of them.

"The founder of this business has frequently been pictured in magazines and other publications as delivering packages at the home of customers in a wheelbarrow way back in the 60s. If necessary, I would deliver my packages in a wheelbarrow or an express wagon, only I would get them there. But today the swift and silent automobile delivery wagons deliver the goods quickly to our customers' doors. The contrast between the wheelbarrow and the automobile is no greater than the contrast in the ways of doing business in 1861 and in 1911. The contrasts in the next twenty-five or fifty years will be even greater, and the man who sticks to his wheelbarrow instead of using the automobile of improved and better methods will make about the same progress in comparison as would a wheelbarrow and an automobile in coming out Market Street.

"There is one thing I want to say to you, and it is applicable to the men as well as to the women. Have you ever noticed how quietly and gently the Sisters of the Catholic Church talk when they are conversing with you? Many of them come to the Store and are our customers,

and how beautiful is their speech and manner. I am sure they must have been trained and instructed to speak quietly and gently, and for this reason their manner is soothing, and yet loses none of its force and dignity. Let us cultivate quietness and gentleness of speech in dealing with our customers. Don't be like the old steamboat on the Mississippi that had to stop every time it blew its whistle because it made so much noise it used up all the steam it had!"

In Egyptian Hall Mr. Wanamaker addressed the Bookkeeping, Audit, Accounts, Mail Order, Correspondence, Counting Room, Cashiers, Management, Aisle Managers, Guides, Invoice, Statistical, Stenographers, Telephone employés, and all of the people of Division No. 4.

"Dear me, what a splendid thing it would be if the young men would throw themselves into the enjoyment of their business careers with the same enthusiasm that they enter and train for athletic contests. I have not a word to say against athletics and manly sports of all kinds, if you don't overdo it, but I read and hear of young men who train for running contests and Marathons and other games who consider no hardship too severe, if it but aid them to get in condition to win the prize. How much more important it is to each one of you that you win the prize in the business in which you earn your livelihood, when your whole future depends upon the efforts that you put forth!

"During the last week or two, according to the newspapers, two baseball teams representing New York and Philadelphia have been struggling for the world's championship. You may have heard something about it. I do not play baseball, but there are some things about the game that appeal to me. I am told that there is nothing done on a more scientific scale than the way the leading ball teams play the game. Every inch of the ground is studied and covered. Every man

knows exactly what to do under the constantly changing conditions. Every weakness is studied and every element of strength provided against the opposing side. One of the least important rules is that every player must keep himself in perfect physical condition. I say least important, because nothing else is expected or tolerated. There is little lost motion, because the players study to achieve results without expending unnecessary energy, every ounce of which is needed as the game proceeds. The players work together —there must be perfect team work, and yet every man stands on his own merits.

"Why don't you young men study to do your work in the same scientific and efficient manner, in order to get the greatest results for the house and for yourselves? The complaints that we receive—our error column—what a number there are! Yet ball teams, many of them, can go through a whole game without one man making an error. Why can't we do the same thing? We could if we would put our minds and our bodies right down to it.

"The hits represent the number of sales you make. Sometimes it is only a little hit, and other times it is a home run, like that made by Mr. Baker, the Quaker, but remember, every hit counts.

"The amount of your sales—this might represent the final score. Be sure it is a clean score.

"The man who tries to spike another man in the business should be put out.

"Play the game cleanly and squarely, and let me tell you that if you will get yourselves to look at it in the right way, there is no comparison between the game of baseball and the world-wide game of business, in which the rewards are infinitely greater to yourselves.

"Philadelphia more than upheld her supremacy in the series that has just ended. And I am still looking for the Philadelphia Store to uphold her old-time supremacy in the contest which is being waged between this Store and the Store in New

York for the world's championship in the commercial world.

"Like the star
That shines afar,
Without haste
And without rest,
Let each man wheel with steady sway
Round the task that rules the day,
And do his best!"

In Egyptian Hall an amusing incident was the presentation of a wooly white lamb to Mr. Wanamaker after his talk to the newspaper men in recognition of the Store's principle of "all-wool."

"The New Store Mascot" was brought on the stage and handed over to Mr. Wanamaker himself—active and bleating, yet not at all unhappy as he played around his new owner at the end of a ribbon leash.

Mr. Appel made the presentation in the following words:

"Only a few days ago, Mr. Wanamaker, you told me in your private office that your first business card at Sixth and Market contained this sentence:

"*'Nothing will be sold that is not all-wool.'*

"On the day your business opened, in 1861, a friend came into your store and saw this card lying on your desk. He read it and then remarked: 'Why, you don't mean that.'

"You replied, 'Yes, that is exactly what I mean.'

"Your friend insisted, 'No, you surely don't mean that,' and then you told me how you read the sentence again, thinking perhaps you had made a mistake in grammar—and that your friend said, 'You can never stick to all-wool.'

"Then and there you replied, 'I WILL stick to all-wool'—and, although it was a hard fight during the war when wool went higher and higher, you did stick to all-wool—you have stuck to all-wool—and I believe you will always stick to all-wool in your men's clothing.

"The sheep is, perhaps, of greater service to mankind than any other animal. It is to us what the buffalo was to the North American Indian, and what the reindeer is to the Laplander. Its wool is made into clothing, its skin is used for gloves and for other purposes. There are few persons, indeed, who are not clothed with a portion of the sheep and almost every part of its body is used for food.

"As man's best friend, and as your best friend in your business, Mr. Wanamaker, we present to you now the original and genuine undyed and unadulterated guaranteed all-wool—the live sheep itself—as the New Store Mascot."

With the delivery of the various shorter Jubilee speeches to the employés, the formal program came to an end, and the rest of the evening was spent in dancing, singing and visiting.

An interesting feature of the evening was the finely presented sketch, "Lantern Lights in the Career of the Honorable John Wanamaker," by Dr. Joseph K. Dixon, delivered in Egyptian Hall and illustrated with stereopticon views, a list of which is found on pages ———.

MR. WANAMAKER'S JUBILEE MESSAGE.

(*Delivered in Egyptian Hall.*)

"This night, and your generous salutations, are a happy reward for all the anxieties, cares and labors of fifty years.

"There are few persons here tonight who were alive fifty years ago. Only a small number of our company were here in 1876, thirty-five years ago, when we unbolted the doors on Market and Thirteenth and Juniper Streets of the Grand Depot that first morning on the eve of the Centennial.

"In 1861, when we began this business seven squares east of this spot, the largest retail dry goods store on Market Street was not larger than one-half of my present offices are on the Seventh Floor of this building. The area of the principal

store was not more than 2,400 square feet. The area of this store when it began in 1875, was 96,750 square feet, and soon after it covered the present block, 120,000 square feet. There were no railroads within the city proper. In 1854 the freight sheds of the Pennsylvania Railroad were erected here, and so occupied until 1874. The fifty dead years just past were once full of life. They gave us trolley cars, electric lights, bicycles, automobiles, telephones, phonographs, aeroplanes, the wireless telegraph.

"What would the Rip Van Winkles of Sleepy Hollow say if, after fifty years' sleep in the age of steam, they woke up in the age of electricity?

"The new age began really with the Centennial. There were in the 1876 Exhibition two electric exhibits.

"The electric exhibits now going on upon our eighth floor surpass the Centennial exhibits. Edison's incandescent lamps were shown three years later.

"Alexander Graham Bell patented the telephone in 1876. At the same time the rear driving safety bicycle came along.

"In 1877 Edison launched his phonograph.

"In 1879 the first working electric railway of full size was constructed.

"The general development of the automobile began in 1884.

"In 1894 Edison brought out the kinetoscope.

"In 1896 Marconi produced the first wireless telegraph effective at long distances.

"In 1896 New York, by annexing to Philadelphia the famous A. T. Stewart foundations, gave us the sum total of 77 acres of salesrooms.

"The conquest of the air dates back only three or four years.

"Franklin first discovered the electric currents that now light our streets, run our street cars and our delivery wagons.

"Today men talk across continents and drive vehicles in the air; and the dead continue to talk and sing to us in living tones, their voices having

been stored up in the phonograph in their lifetimes.

"Was there ever before another half century that did so much for the world as this one from 1861 to 1911?

"We may be pardoned for localizing on this occasion the part this business has had in the glory of the half century's achievements.

"We made a new system of mercantile business that changed and moved up the standards throughout America, and which is slowly Americanizing England, Germany and the old world.

"It was here in the Grand Depot that the first electric light was introduced to light an entire store.

"It was on this ground that pneumatic tubes were first put into use in any commercial building as carriers of cash, and our chief was the first to introduce them into the Postal Service.

"The first passenger automobile was imported here from France and the Fairmount Park Commissioners refused permission for it to have a trial trip in Fairmount Park.

"The old sheds where mules were the motive power in drawing freight cars are displaced, and here tonight we stand together in the first retail commercial house in the world, with 45 acres of floor space all in use in transaction of our daily work. It is the first mercantile house constructed with smokeproof brick walls, stone steps, iron staircases and concrete-floored fire towers from roof to basement. On every floor these four towers are approachable in two minutes from any direction, giving safe exit to the public and to the people employed.

"It may be fairly believed that any city in the world would consider it a great gift to have a building like this. It is a building that can never grow old or out of fashion. Its simple straight lines and majestic columns are classic and the eye never tires in resting upon them.

"Many cultured citizens visiting from other cities have said that there is educational power in studying and living in such a building. Its

tremendous strength, convenient equipments, sanitary and ventilating appliances—the boilers and electrical machinery being located in a special power-house on Ludlow Street—and a thoroughly fire-proof construction throughout as perfect as attainable, all these remove danger of fire and explosion.

"But I must ask you if you are satisfied to realize a dream and content yourself by sitting down in it. A gentleman said a week ago, in passing through the building: 'It must have made a large hole in the ground up there in Maine to get all the granite out of the quarry.' It surely did that—and a large hole, too, it has made in the years of our lives, as well as in the using up of much of the earnings and savings of a lifetime.

"The old days of conscientious and careful construction were good days. They will never come again, and it is well, for they would get in the way of the new days, whose duty it is to turn to good account what we have made ready.

"Charles Dickens said if you had the abilities of all the great men, past and present, you would not do well without sincerely meaning and setting about it.

"My old friend, Phillips Brooks, once said—'Mean to be something—with all your might.'

"We are here from this time on in an amphitheatre with a world of spectators looking on to watch our performances of duty, and we shall need to keep our tools in constant repair to do the best work.

"It is not our neighbor's business we need to think of. We must look to ourselves and make good. I myself—your leader for the time—must make good, and you yourselves—at whatever cost—must make good on the day and on the hour and in the place you hold.

"As I grow older it becomes clearer to me that the difference between men who accomplish things and those who fail to accomplish things is in correct thinking, energy and invincible determination.

"A single aim and a strong spirit, undistracted

and untiring, seldom fall short of the goal. Work is the master key to all the doors and opportunities.

"The man who never quits until the work is done inevitably writes his name on the roll of winners.

"More than ever this business organization becomes from tonight a different kind of industrial society as well as a great workshop and educational institution.

"The mission of the past with fifty years of experience, and this golden setting in our present environment, create a double mission for the future.

"To 'Keep a Shop' on the new lines possible to us now is an honor, and will call out new honors for our craft when and wherever justly due. To be undistinguished with certain victories already in sight is to also register ourselves undersized in brain and purpose. It is no child's game. It calls for the most heroic effort. The world glorifies the man willing to die on the battlefield for the honor of his country. There is also a place of high honor for the man willing to give or lose his life on the business or professional battlefield, far beyond the monetary returns—he can gain the prize of a true soldier who fought always on the battlefield of principle.

"Whatever we did well before tonight we must do twice as well if possible in the future.

> " 'Stand upright, speak thy thought, declare
> The truth thou hast that all may share:
> Be bold, proclaim it everywhere,
> They only live who dare.'

" 'What can we do?' I think you must be saying to me. Well, I will begin with myself.

"To teach others I can only do it well by teaching myself, and you in turn must communicate to those associated with you whatever I am able to impart to you.

"Not one of us can fairly graduate as yet from the School of the Undeveloped.

"Do not expect anyone to ferry you over any rough river without pulling an oar yourself.

"The times are propitious for our new start. Whoever is pessimistic these days is a traitor to his country. The great Trusts that have been operated contrary to the Sherman Act are wisely reorganizing and showing their respect and obedience to law as well as their faith in the future for business.

"The markets for cotton and wool and all raw materials are lowering the costs of goods. Cotton that one year ago sold for sixteen cents is selling at nine and a fraction. Farm products in bulk are lower, though not much lower, to the individual buyer. A reduction to the consumer of things to live upon is in the near future, or it is likely that the troubles that France and Germany are having will be duplicated in America.

"Monopoly in livables is a crime that America will not allow to be kept in cold storage.

"America was never healthier and sounder financially or commercially than she is today.

"Business generally is, I believe, on a sound and safe basis, and employments are ample for competent workpeople.

"It is possible for all people in business to now make a high-water mark, and especially for our store, so much better housed and merchandized—and 'Ready, Aye, Ready!'

"All neglect of our opportunities and all obstructions to the constituted authorities breed factions and weaken and warp the effective systems and plans to operate the business.

"Keep good faith and do justice with each other and the public to the uttermost degree.

"Be constantly awake to improve the stocks and the service, and thoroughly gain and hold the confidence of the people.

"Remember that it is folly to look for favors from the public without giving full equivalent—and more than that rather than less.

"'Are you in earnest? Seize this very minute
What you can do or dream you can begin it.
Boldness has genius, power and magic in it.
Only engage and then the mind grows heated.
Begin and then the work will be completed.'"

PERSONAL GUESTS

FROM NEW YORK

ROBERT C. OGDEN

HERMAN RIDDER
BERNARD A. RIDDER
Staats Zeitung

THOMAS J. CRAFTS
STEPHEN C. BERGER
The New York World

JOHN TEMPLE GRAVES
The New York American

J. C. DAYTON
The New York Journal

HENRY L. STODDARD
WILLIAM C. FREEMAN
New York Evening Mail

WILLIAM J. PATTISON
L. M. BURR
New York Evening Post

EDWIN D. DEWITT
New York Herald

FRANK MCLAUGHLIN
EDWARD G. RIGGS
The New York Sun

EDWARD P. CALL
The New York Times

J. G. PINKHAM
MARTIN READDY
The New York Tribune

J. C. GARRISON
The New York Press

E. A. WESTFALL
The New York Globe

MELVILLE E. STONE, *Associated Press*

J. WALTER THOMPSON FRANK G. SMITH

JAMES O'FLAHERTY

FROM BROOKLYN

R. F. R. HUNTSMAN
Brooklyn Standard Union

R. C. ELLSWORTH
DANIEL DALY
Brooklyn Times

HERBERT F. GUNNISON
W. H. INGRAM
Brooklyn Eagle

FROM NEWARK

C. P. DODD — *Newark News*

FROM PHILADELPHIA

E. A. VAN VALKENBURG
HUGH B. SUTHERLAND
The North American

JOHN T. WINDRIM
GEO. A. WAITE
Telegraph

WM. SIMPSON
The Bulletin

M. F. HANSON
JOHN P. DWYER
The Record

GEORGE F. GOLDSMITH
The Ledger

JOSEPH M. ROGERS
L. M. SILANCE
The Inquirer

J. B. TOWNSEND
DR. TALCOTT WILLIAMS
The Press

WILLIAM A. CONNER
Associated Press

THE GOLDEN JUBILEE PAGEANT.

Escort, Store Guards.

1. William Penn—Indian Chief—Uncle Sam.
2. Chief Marshal, George W. Stull, and Aides.
3. Fellowship Club of Philadelphia.
4. Seventh Regiment Band of New York.
5. Representative delegation from the John Wanamaker Store, New York.
6. Representatives of John Wanamaker from Paris and London.
7. John Wanamaker Commercial Institute—

   (a) Military Band.
   (b) Detachment Co. A. (J. W. C. I.), Second Regiment N. G. P.
   (c) First Cadet Battalion.
   (d) Senior Bugle and Drum Corps.
   (e) Second Cadet Battalion.
   (f) Junior Bugle and Drum Corps.
   (g) Third Cadet Battalion.
   (h) Faculty J. W. C. I.
   (j) Girls' Bugle and Drum Corps.
   (k) Girls' Battalion.
   (l) Junior Boys' Battalion.

8. Medical Staff and Hospital Corps. *Dr. Chas. B. Worden, Marshal*
9. The Elevators..... *Saml. F. Edmiston, Marshal*
10. The Dairy, Employés' Lunch, Kitchen... *Geo. W. Cecil, Marshal*
11. The Tea Room and Kitchen..... *C. J. McGrath, Marshal*
12. George Washington—Stephen Girard.
13. Silks and Velvets..... *Mr. John J. O'Sullivan, Marshal*
14. Fine and Commercial Stationery, Engraving and Printing, Jewelry, Silverware, French Jewelry and Jewelry Factory, *Mr. De F. L. Bachman, Marshal*
15. Dress Goods, Muslins, Linings..... *Mr. Josiah Bunting, Marshal*
16. England.
17. Men's Furnishings, Sporting Goods, London Shop, and Shirt Factory ..... *Mr. John W. Barnes, Marshal*
18. German Singers.
19. Pictures and Picture Framing... *Mr. Charles Scheibal, Marshal*
20. Italy.
21. Notions, Braids, Trimmings and Hair Goods, *Mr. Wm. H. Geary, Marshal*
22. Scotland and Ireland.
23. Linens and Handkerchiefs..... *Mr. Robert C. Cope, Marshal*
24. Laces, White Goods and Workroom, *Mr. Daniel H. Paret, Marshal*
25. Bureau Interior Decorations, Upholstery and Upholstery Factory ..... *Mr. George Carter, Marshal*

26. Shirtwaists, Ladies' Muslin Underwear, Dressing Sacques and Wrappers, Aprons, Nurses' Uniforms, Colored Skirts,
Mr. Allen G. Cressman, Marshal
27. Women's Coats, Women's Suits, Women's Skirts and Factory,
Miss Mary J. Walls, Marshal
28. ITALIAN SINGERS.
29. Men's Hats .....*Mr. John Lahey, Marshal*
30. Hosiery and Underwear.....*Mr. Otto Gaiser, Marshal*
31. Men's, Women's and Children's Shoes and Shoe Factory,
Mr. Andrew C. McGowin, Marshal
32. SCOTTISH BAND (Bag Pipers and Drummers).
33. Men's Clothing, Boys' Clothing, Men's Made-to-Order Clothing and Busheling Room.....*Mr. Wm. J. Johnston, Marshal*
34. Furs and Workroom.....*Miss Mary M. White, Marshal*
35. Leather Goods.....*Mr. Frederick Nichols, Marshal*
36. FRANCE.
37. French Millinery and Workrooms.....*Miss Rose Coll, Marshal*
38. Infants' Goods .....*Miss May McCormack, Marshal*
39. GERMANY.
40. Toys .....*Mr. Jacob T. Doll, Marshal*
41. TURKEY AND EAST INDIA.
42. Carpets, Domestic and Oriental Rugs and Carpet Factory,
Mr. A. W. Gilliss, Marshal
43. JAPAN.
44. Japanese Goods, China, Cut Glass and Lamps,
Mr. Robert Glenn and Mr. George Tobler, Marshals
45. Fancy Goods and Workroom....*Miss Emilie Toussaint, Marshal*
46. House Furnishings, Hardware and Factory,
Mr. George A. Hause, Marshal
47. Candy, Soda Fountain and Candy Factory,
Miss Mary A. Boyce, Marshal
48. Furniture, Office Furniture and Furniture Factory,
Mr. William Young, Marshal
49. Ribbons, Neckwear and Veilings,
Mr. Wm. Campbell, Jr., Marshal
50. Gloves .....*Mr. William Tompkins, Marshal*
51. Perfumes and Toilet Articles.....*Mr. Thomas Haig, Marshal*
52. Dressmaking and Workroom.....*Mr. Harry L. Peak, Marshal*
53. Umbrellas, Parasols and Canes..*Miss Frances O'Brien, Marshal*
54. Corsets and Fitting Rooms.....*Miss K. C. Boyle, Marshal*
55. BENJAMIN FRANKLIN.
56. Books .....*Mr. Warren Snyder, Marshal*
57. Misses' Suits, Coats and Skirts...*Miss Mary McMahon, Marshal*
58. Harness and Horse Goods.....*Mr. John Lynch, Marshal*
59. Optical Goods and Cameras.....*Mr. James E. Wilson, Marshal*
60. Bedding and Mattresses.....*Mr. Charles Gearhart, Marshal*
61. Pianos, Victrolas, Musical Instruments,
Mr. D. P. Comerer, Marshal

62. Laundry .....*Mr. Wm. H. Kirkpatrick, Marshal*
63. Misses' Made-to-Order Suits and Workrooms, *Miss Hannah Shields, Marshal*
64. Sheet Music and Music Books.*Mr. Wm. H. Boner, Sr., Marshal*
65. Contract .....*Mr. A. H. Findlay, Marshal*
66. Lingerie .....*Miss Annie Leonard, Marshal*
67. Advertising and Book News.....*Mr. Gordon H. Cilley, Marshal*
68. Bureau of Information and Bureau of Adjustments, *Mr. W. H. Wilkinson, Marshal*
69. General U. S. Grant.
70. Contingents.....*Mr. Clement W. Dowling, Marshal*
71. Decorators .....*Mr. John E. Talley, Marshal*
72. Doormen .....*Mr. W. J. Yheaulon, Marshal*
73. Delivery, Carriers, Transfer, Garage, Stable, *Mr. Wm. MacFarlan, Marshal*
74. Housekeeping and Sweepers.....*Mr. William R. Barr, Marshal*
75. Invoice, Supply .....*Mr. S. B. Tily, Marshal*
76. Mechanical, Machinery, Laborers....*Mr. Fred. Greene, Marshal*
77. Telephones .....*Miss Mary Leonard, Marshal*
78. Credit Office and Cashiers.....*Mr. James B. Robinson, Marshal*
79. Inspectors .....*Mr. Charles A. Higgins, Marshal*
80. Mail Order .....*Mr. O. D. Shank, Marshal*
81. Counting Room, Accounts, Cashiers, Auditing, Correspondence, Statistical, Stenographers..*Mr. Frederick Rebmann, Marshal*
82. Management, Guides, Floormen...*Mr. Herbert Garber, Marshal*

HISTORIC CHARACTERS IMPERSONATED IN THE GRAND PAGEANT.

North American Indian.—The first American, original owner of this soil, which has come down to the present owner through royal grant by Charles II of England to William Penn.

William Penn.—The Founder of Philadelphia, who said to the Indians what Mr. Wanamaker has always said to the people: "We are met on the broad pathway of good faith and good-will, so that no advantage is to be taken on either side, but all to be openness, brotherhood and love."

George Washington.—Whose home in Philadelphia, while he was President, was on the land where Mr.

Wanamaker's first store was located, Sixth and Market Streets.

Benjamin Franklin.—Who often trod the very ground on which the Philadelphia Store is now located, and whose great grandson established the first high school in America, which stood on the very site of this store building.

Ulysses S. Grant.—Who was often a visitor to the old Grand Depot, and who, on one of these visits, said to

George W. Childs, the famous editor and Mr. Wanamaker's friend: "It takes as much generalship to organize a business like this as to organize an army."

Father Knickerbocker.—Who comes with special greetings to the people of William Penn, cementing into one great working-together-world-service the Business Family of John Wanamaker.

Alexander Turney Stewart.—Whose famous business in New York lives again in the John Wanamaker Store, and who said at the height of his power: "There is a young man in Philadelphia who will one day be a greater merchant than I."

Peter Cooper.—Whose Institute at Astor Place, New York, adjoins the Wanamaker Store, and whose life was ever an inspiration to the founder of this business.

LANTERN LIGHTS IN THE CAREER OF HON. JOHN WANAMAKER.

By Dr. Joseph K. Dixon.

The sands in the hour glass have emptied into the golden bowl of fifty years. The biography of a life that is now being lived, and that has measured up to the standard of life's best fulfillment may not be translated into the poverty of human speech. Creeds are interpreta-

tion of the law, deeds are the incarnation of the moral forces of that law—the embodiment of its supreme demands.

The life of Mr. Wanamaker is a life of DEEDS. It is a life that has been lived in the closing part of a century which witnessed the fiercest civil contest at arms ever recorded in history—and in the beginning of a century already lustrous with the most pregnant achievements in the progress of the world. The life of Mr. Wanamaker has put a moulding hand upon the gigantic forces operant in these two ends of two centuries. Such a life, the best painter cannot epitomize in words.

In the truest sense, the business Jubilee we celebrate tonight is refined gold, it is paramount gold, for the influence of his career in commerce and the weal of the race will climb the summit of coming centuries.

Let me throw on the screen a few picture hints of the triumphs of these epoch-making fifty years—a career that will forever stand as a rock-built landmark for achieving men in the supremest walks of life.

BOYHOOD

1. Portrait.

RELIGIOUS LIFE

2. First Y. M. C. A. in Philadelphia.
3. Y. M. C. A., corner Fifteenth and Chestnut Streets.
4. Bethany Tent, 1859.
5. Bethany Sunday-School.
6. Portrait of Hon. John Wanamaker at this period.
7. Moody and Sankey Depot, 1875.
8. Bethany Church, Twenty-second and Bainbridge Streets.
9. First Bethany Boys' Military Company.
10. Tent on Gray's Ferry Road.

10a. Tent, Grace Mission.

11. Temple, Fifty-fourth and Spruce Streets, New Building, Fifty-third and Spruce.
12. Chambers Memorial Church, Twenty-eighth and Morris Streets.

MERCANTILE CAREER

13. Washington's House.
14. Oak Hall.
15. Fort Sumter.
16. Portrait.
17. Site of the City Hall, fifty years ago.
18. Pumping Station, City Hall Square.
19. Thomas Jefferson's House, fifty years ago.
20. General Howe's Headquarters.
21. Old Freight Station—site of present store.
22. Store of '76, Juniper and Market Streets.
23. View of the Old Store, 13th and Market Streets.
24. View of the Old Store, Chestnut Street front.
25. Rotunda of Old Store.
26. Rotunda of Old Store, Boys' Chorus.
27. Rotunda of Old Store, Girls' Chorus.
28. The Old Store, Book Department.
29 Purchase of Stewart Store, New York, 1896.
30. Wanamaker Building, New York, 1907.
31. Fur Vault, New York Store.
32. Auditorium, New York Store.
33. Restaurant, New York Store.
34. J. W. C. I. School in Session, New York.
35. J. W. C. I. Military in Line before Wanamaker Building, N. Y.
36. Drawing-Room, House Palatial, New York Store.
37. Rotunda of the Stewart Building, New York.
38. Grand Stairway in Stewart Building, New York.
39. Rotunda of the Stewart Building, Military and Guests at the inauguration of the New Wanamaker Building, October, 1907.
40. A corner in the Piano Department.
41. Rotunda of the Wanamaker Building, New York.
42. Stairway in Rotunda of Wanamaker Building.
43. Group of Antiques, New York Store.
44. Wireless Tower on Roof of Wanamaker Building, New York.
45. Wireless Station, Wanamaker Building, New York.
46. Penn Treaty Elm
47. Mr. Wanamaker's Fellow Helpers in Oak Hall.
48. First Steel Column Set for Chestnut Street Section of New Building, Philadelphia, February 8, 1909.
49. Market Street Section of New Building.
50. Laying the Corner-stone of the New Wanamaker Building, June 12, 1909.
51. Laying the Corner-stone—Portraits.
52. Laying the Corner-stone—Placing the Stone.

53. Laying the Corner-stone—Hon. John Wanamaker.
54. Group on Roof of New Building—Mr. Wanamaker and Heads of Departments.
55. Mr. Wanamaker making an address after placing the Capstone, June 11, 1910.
56. Inscription on the Capstone.
57. New Wanamaker Building from City Hall, Philadelphia.
58. The Great Crystal Tea Room.
59. The Great Crystal Tea Room No. 2.
60. A Section of the Kitchen.
61. The Kitchen.
62. Egyptian Hall, Piano Display.
63. Grand Court.

POLITICAL CAREER

64. Mr. Wanamaker as Postmaster-General.
65. President Benjamin F. Harrison.
66. Post Office Building, Washington, D. C.
67. Capitol at Washington, D. C.

CIVIC LIFE AND ILLUSTRIOUS FELLOWSHIP

68. Steamship "Indiana," sent out by Mr. Wanamaker for the relief of the sufferers in the Russian famine.
69. Check for $250,000 as pledge to the City of Philadelphia.
70. Industrial College, Twenty-third and Walnut Streets.
71. Presbyterian Hospital.
72. Kaiser's Steam Yacht "Hohenzollern."
73. Interior of the "Hohenzollern."
74. The Lord Mayor of London.
75. The Lord Mayor of London, No. 2.
76. The Mansion House, Exterior.
77. The Mansion House, Interiors.
78. Crystal Palace, London.
79. His Majesty, King George V.
80. Her Majesty, Queen Mary.
81. Hon. John Wanamaker.
82. "Four Leaf Clover," Oak Hall, Philadelphia, New York and Paris.
83. United States Flag.
84. Flag 1912.

MOTION PICTURES

FIRST.
Setting the first steel column of Chestnut Street Section of New Wanamaker Building by Mr. Wanamaker, February 8, 1909.

SECOND.
Laying the corner-stone by Mr. Wanamaker, June 12, 1909.

THIRD.
Setting the capstone on the roof of the new building, together with Mr. Wanamaker delivering his address, June 11, 1910.

CHAPTER III.

Jubilee Tributes to Mr. Wanamaker From France and Great Britain.

Among the honors which his Jubilee Year brought to Mr. Wanamaker personally, none had more national—or international—importance than the incidents of his visit to the Lord Mayor of London in July, at the time of the Coronation of King George and Queen Mary.

It was characteristic of the efforts being made to forge a bond of intimate friendship between Great Britain and our own country, that while this most notable of American merchants was the guest of his old personal friend Sir Thomas Vezey Strong—Lord Mayor of London—he was the recipient of greater attentions than any other American for years—not even excepting J. Pierpont Morgan. The King himself paid him much distinguished honor. On one occasion, at a thanksgiving service in St. Paul's Cathedral, Mr. Wanamaker occupied the distinguished visitors' seat near the King and Queen. On June 29, at the great Coronation luncheon at Guild Hall, when King George made an address of thanks to his people for their loyal welcome, Mr. Wanamaker was the guest of honor of the Lord Mayor. His offer to present the city with a painting of the scene that day was accepted by the City Corporation a few months later.

He visited Crystal Palace, where he was presented by the Lord Mayor to the King, and the King in turn, after a conversation with him, presented him to the Queen.

At the Dominion Club dinner at the Imperial Institute

Mr. Wanamaker occupied the place of honor, next to the Duke of Connaught and close to Sir Wilfrid Laurier, the German Ambassador and other notable persons.

From the Republic of France, too, came honors for Mr. Wanamaker. Recognizing his long and deep interest in French affairs—particularly his support of French industries and his friendly encouragement and patronage of French art—President Fallières, through the French Embassy, decorated him with the medal of the Legion of Honor, giving him the rank of *Officier*. The more immediate impulse to this was France's appreciation of the generous help rendered by Mr. Wanamaker in relieving the distress in Paris at the time of the flood in 1910.

That echoes of the Wanamaker Jubilee were "heard 'round the world" appeared on an occasion long after the actual Jubilee celebration was over, when the International Congress of Chambers of Commerce was held in this country. Gathered in Boston for this Congress —in October, 1912—were more than three hundred of the foremost business men of 43 nationalities, who in their subsequent tour of the larger Eastern cities were the guests of the Wanamaker Store in Philadelphia. Accompanied by their wives they spent two days in seeing the interesting features of the city. A notable incident of their visit was the luncheon in the Great Crystal Tea Room, at which Mr. Wanamaker was their host.

Among the guests who made speeches were the President of the Congress, M. Louis Canon LeGrand, the Hon. James G. Jenkins, formerly Premier of South Australia and a native of Philadelphia; and Count Candido Mendes da Almeida, the special delegate of the Brazilian Government and owner of the largest newspaper in Brazil.

At the close of their visit to this country, the mem-

bers of the Congress, through their President, sent this message to Mr. Wanamaker:

NEW YORK, October 21, 1912.

Before crossing the Atlantic we feel it a duty and a pleasure to send you this message on behalf of all the members of our successful Congress, to confirm again our most courteous thanks for your generous and heartfelt coöperation. Your splendid and cordial reception will never be forgotten, and will do much to strengthen friendly international relations. We add best wishes for your everlasting prosperity.

CANON LEGRAND, *President.*
JOTTRAND, *Secretary.*

CHAPTER IV.

The Surprise Breakfast on Dedication Day, December 30, 1911.

One of the most delightful tributes that Jubilee Year brought to Mr. Wanamaker was an entire surprise to him—a testimonial breakfast planned by Mr. Rodman Wanamaker to precede the ceremonies of the Dedication. Eleven o'clock of Dedication Day found the Great Crystal Tea Room of the Philadelphia Store thronged with distinguished men invited in the Founder's honor. The cordiality, as well as the intimate informality of the affair, could not but be gratifying to Mr. Wanamaker.

Many of the guests had known the merchant from boyhood, through the early struggles of his business life. Many came from other cities to do him honor—Chicago was represented by nearly forty eminent men, the special guests of Mr. Daniel H. Burnham, architect of the building. New York sent as many others. Besides these Philadelphia's most prominent citizens were present.

In their midst sat the man they honored, who, though celebrating that day the culmination of fifty years of business life, yet looked so young that he might have been celebrating only his fiftieth birthday.

On each side of the host sat two men whose titles called to mind the fact that the site of the present Wanamaker Store was originally covered by the rambling old sheds of a freight depot. They were the presidents of the two vast railroad systems which center in Philadelphia, Mr. McCrea, of the Pennsylvania, and Mr. Baer, of the Philadelphia and Reading. Also at the head table sat

Dr. S. Weir Mitchell, ex-Governor Stuart, N. Parker Shortridge, who, with Mr. Wanamaker, helped to finance the Centennial Exhibition; Daniel H. Burnham, of Chicago; Judge James Gay Gordon, and many other well-known men.

The Rev. Dr. Thurber, of New York, asked the blessing, and at the close of the Breakfast, Mr. Wanamaker spoke to the assembled guests.

MR. WANAMAKER'S SPEECH.

"*Gentlemen:*—This is not the hour for speech-making. I set you all free at the beginning to say this, that no one is to be called upon, although all of you must understand the perfect freedom to rise to your feet and say anything that you can in the brief time that we have together.

"I certainly am not able to make a speech myself to you this morning. I think a very few words will be sufficient to assure you that this is the proudest day of my life. Coming, as a special train did from Chicago, bringing the great architect and his partners who created this building, many of you are from other cities, representing the financial, the large operations of this country in railroads. Railroad presidents sit on each side of me, who had perhaps no thought of what their railroad properties would be turned into some day. (*Laughter.*)

"I am sorry that it was not possible for my old and very dear friend, Mr. Shedd, now at the head of Marshall Field's great enterprise, to come. Perhaps it is just as well. He might not have enjoyed realizing the fact, after going about the building, that we sometimes have to get clear of 'sheds!' (*Laughter.*) But, on the other hand, any enterprise in the country would be only too glad to welcome him, either as a visitor or as a partner.

"This is a wonderful day for Philadelphia—that the leading newspaper men of New York should stop for a little time and come over to learn something here! Mr. Ochs and I are very greatly complimented by these visits. It is supposed, to a large extent, that Philadelphia is not a very good place to do business in. We are accused of not pulling together, of not having general

interest, and it is said that there is nothing much here except the Declaration of Independence and the Pennsylvania and Reading Railroads—and the *Public Ledger,* if you please, going back to the time of Mr. Childs.

"Well, this touching elbows with each other, and the visit of the President of the United States, of his own volition, without a single word from the man that is speaking to you, seems as though the men who are conducting the business affairs of the country are attracting some attention, and are being considered in studying the problems of the country. It is a very wonderful thing to me to see together in this informal way on such an occasion so many men of affairs—the President of our National Board of Trade, the President of our School System—and I have many letters and wires from others who would have come, but could not. The last telegram that came is from the President of the Chemical Bank:

> " 'Much is my regret at not being able to be with you, but my heart is with you, and may God spare you for many, many years is the wish of
>
> 'J. B. MARTINDALE.'

"It seems to me that every interest and profession is represented, headed by my old friend who sits close by me, Dr. S. Weir Mitchell, and the representatives of the Army and Navy. I can't express to you the sense that I have of your wonderful kindness, your wonderful interest, and I never can forget the way you greeted me. I can't forget the hard work that lies all around these fifty years, ending at last in my days of suffering to erect this building. I speak to you a little differently from what I would in a public way, when I say that this building was born of suffering.

"We got into the old freight station, and everything that followed after the business began was a piece of patchwork. It was never built for the great crowds that afterwards came. The building at night had to be overhauled and strengthened; and, considering myself as the host, the people that were to come as my guests, and the people that were working with me under the roof as my family, there was always a tremor and anxiety. And so, deep down in my soul, I felt that if I could ever build a building it should go down to the rocks, and it should

go up as far as I could carry it—and that it should be as safe on the roof as on the basement floor.

"I am sure that Mr. Burnham and Mr. Graham, most active of all in this work, thought I was wasteful when we could have built a building for two million dollars less than this; but it had to have in it everything of strength, everything of safety, so that when the fire bells should ring, or the signal of something wrong in the house should fall upon my ears, I could feel sure that the great fire towers were within a minute and a half of every foot on every floor—stone-lined, stone-stepped, smoke-proof towers from top to bottom.

"But I am making a speech, when I did not intend to! I came across a story two or three days ago that I liked very much. When Mr. Lincoln, after beating Douglas at the polls by half a million votes—it was a great time when Mr. Lincoln was inaugurated. Most of you are too young to remember it. Indeed, you are too young for me to speak to you; you see, I have been fifty years at it, and you have to live a good long time and fifty years more before you can set a table like this—if you want to have a distinguished company such as this for your guests! But as I said, on the morning of the inauguration, when the temporary platform was put up in front of the Capitol, and the usual great crowd was there—Senators and members of the Diplomatic Corps—Mr. Lincoln came along, tall, gaunt, wearing a new suit of clothes, his high hat and his gold cane, awkward always (except with his brains!) and he stood there with his hat in one hand and his cane in the other. Finally he found a place for his cane, so the story says, but still he held his hat; when Mr. Douglas, the man that had fought him, the man that had been beaten, realizing the situation, stepped up to him and took his hat and held it, and made him at ease!

"And I thought this morning that all that I could do would be to hold Mr. Burnham's hat. He is the hero of this occasion. He took out of my mind the wrong thinking about the building, and changed it. I think I was a very stupid, dumb scholar, but he was patient with me. I can remember it all so well. If I had built the building I wanted at first, I would not have had anything like the pleasure in it that I have in this. So I am simply holding the hat of Mr. Burnham.

"I hold in my hand at the present moment—this is not flattery, I don't talk flattery—I hold in my hand the Decoration of the Legion of Honor that has been sent to me by the Republic of France. It was to me a great surprise, regarding it as I do, as having been given me as representative of the business men of this country. I bring the order here to put it on for the first time. It is because we stand together for the business of America, you and I, that I would like to put this on here for the first time. (*Great applause as Mr. Wanamaker puts it on.*) As usual, I have to borrow from a banker! (*Borrowing a pin with which to fasten it.*) I wish we could stand together instead of just living together in the narrow circle of our own narrow things, but feel that in our corporations whatever is for the public good is surely for our good. I will put it down here (*readjusting the decoration*) so as to get little accustomed to it. But please don't say *'Chevalier Officier!'*—I am simply one with you, and if you could realize how I feel under the circumstances of this day, you would understand my feelings.

"I cannot detain you longer, for we are to be downstairs, the President arriving a little after one o'clock. As I said before, I will not call on any one, but I should be happy if in the next twenty minutes as many of you as can, would feel free to say just what you care to."

Mr. James McCrea, President of the Pennsylvania Railroad, was the first to rise, with these words:

"*Gentlemen:*—Mr. Wanamaker has spoken of the work of the last fifty years, and I think you can guess that I have been here and seen most of it.

"There is one feature that he has not touched on, and that is the example he has given the business world in making a success of a complete organization which has been copied all over the United States. This building, with the work that goes on in it, is the full example that we have of the power of what that work of organization, headed by intelligent effort, can accomplish. And I want to congratulate Mr. Wanamaker on that phase of the very many good things which he has accomplished in the fifty years of his career."

Mr. George F. Baer, President of the Philadelphia and Reading Railroad, spoke thus:

"I cannot go back in my recollection of Philadelphia as far as can the distinguished President of the Pennsylvania Railroad. Probably it isn't lack of years but lack of opportunity, but nevertheless, there never was a time since I began my acquaintance with Philadelphia that I did not know of Mr. Wanamaker, and I am glad to say that for the many, many years that I have known him, he has always been one of my steadfast friends. (*Applause.*)

"There is only one lesson that I wish to draw from this fiftieth Jubilee. We live in an age which is peculiarly tending toward socialism in all its ugliest features, socialism based upon the old fallacy that all men are equal if they be given the same opportunity, a fallacy whose falsity is demonstrated here today. Fifty years ago there were thousands of people who had the same opportunity as our distinguished host. He was the architect of his own fortune. Thousands upon thousands saw opportunity pass by day after day without the ability or courage to seize it. This world's work is, and always must be, controlled and governed by a few superior men who have the courage to say in business and everywhere else what our honored President said, 'I will find a way or make it.'

"The citizens of Philadelphia glory in the success of our distinguished host. We appreciate with him this wonderful business, and we hope that laying aside all the cares of the past fifty years he may go forward into the many years that shall still be his, feeling that his life has been one great success." (*Applause.*)

Mr. Wanamaker then said:

"The minutes are so few—I wish we could spend much more time here. There is nothing that promotes happiness so much as companionship of this kind. I would be so much pleased if we could have just a word of assurance or even a bow from Mr. Shortridge. Mr. Shortridge, won't you please stand up and let us see what a young man you still are?"

Mr. N. Parker Shortridge answered as follows:

"I am very happy to be here, and I am very happy to

join in the appreciation of the good work that Mr. Wanamaker has done in this half century. I want to say that Mr. Wanamaker and I are the only living members of the Centennial Board of Finance, and I think that the hard work that he did—and that some of the rest of us did—was responsible for the success of the Centennial. We went about this town pretty thoroughly, and we struck a good many hard places, but the money was finally raised.

"I wish I could make a speech, but I cannot!"

Doctor S. Weir Mitchell spoke with his usual brevity and wit:

"Considering the applause which greets me I am more popular than you! (*looking at Mr. Wanamaker.*) If I had been told yesterday that I was to make an extemporaneous speech I should have gotten ready for it as usual. (*Laughter.*) However, I had no such warning, and I shall limit myself to saying that judging Mr. Wanamaker's success in the future by that of the past, I regret that I shall have no medical opportunity of serving a man who looks as well as he does." (*Applause.*)

Ex-Governor Edwin S. Stuart had a reminiscence to offer which held pointed interest for all of Mr. Wanamaker's friends:

"In the line of what Mr. Shortridge has said, I want to say that Mr. Wanamaker and Mr. Shortridge are the last surviving members of the Centennial Board of Finance that made possible the great Centennial Exhibition in 1876, but I want to add something else that I think Mr. Shortridge has forgotten to tell you. The Board of Finance promised to the National Congress that the money would be returned. And it *was* paid back, every cent of it—the only occasion of the kind when it was ever done. That this amount—one million six hundred thousand—was put back into the Treasury, was due largely to members of the Board of the character of Mr. Wanamaker and Mr. Shortridge.

"One more word, and I am through. I have arrived at that age when I can see the growth and development of this business almost from its beginning. It has been

an honor and a credit to Philadelphia, and in the future, when Mr. Wanamaker is gone—which I hope may not be for another fifty years—this great granite building will stand as an example worthy to be emulated by the young men of the future, and will say to them, 'You have the same opportunity, provided you have the same intelligence!'

"I am glad to be here today, and appreciative of the honor which is conferred upon me by being invited to this celebration."

The occasion came to a close with Mr. Wanamaker's words:

"I am going to ask Rabbi Joseph Krauskopf to pronounce the benediction, and then you will make your way downstairs in the next fifteen or twenty minutes. As a proper courtesy, I will leave you, to meet the President who arrives at five minutes after one o'clock and to bring him into your presence."

Those present were:

John H. McFadden
Theodore C. Search
L. L. Rue
Lincoln Godfrey
Francis B. Reeves
Theodore E. Wiederseim
Dr. James Tyson
The Rt. Rev. Mgr. William Kieran, D.D.
Prof. H. D. Thompson
Prof. Henry B. Fine
Prof. Theodore W. Hunt
Prof. Andrew F. West
J. Woods Brown
George Burnham, Jr.
John C. Bell
William R. Nicholson
Marion Wanamaker
William H. Wanamaker, Jr.
B. F. Blake
James McCrea
George W. Boyd
Francis I. Gowen
George Wood
C. Stuart Patterson
Effingham B. Morris
T. DeWitt Cuyler
Charles E. Ingersoll
Heyward Myers
J. H. Hutchinson
Lewis Neilson
George F. Baer
Dr. Josiah Penniman
The Rev. Samuel T. Lowrie
Isaac H. Clothier
Robert B. Sterling
James H. Penniman
Dr. W. B. Van Lennep
Dr. T. Mellor Tyson
H. G. Michener
J. Oliver Potts
Harry McGee, Toronto, Canada
Nathan T. Folwell
R. E. Diffenderfer
Cyrus D. Foss, Jr.
Samuel P. Rotan
Michael J. Ryan
Herbert F. Houston
Dr. Isaac K. Funk
John W. Appel
William H. Hagen
C. W. Smith
Rev. Dr. E. G. Thurber
Morris L. Cooke
Ex-Governor Edwin S. Stuart
Ex-Mayor John E. Reyburn
Henry Clay
John B. McCall
James A. Briggs
Louis Otto Heiland

Thomas Martindale
Charles E. Morgan
Edward B. Smith
John M. Campbell
Francis Shunk Brown
Edwin H. Vare
William S. Vare
James P. McNichol
Martin G. Brumbaugh
Simon Gratz
J. Wesley Durham
Captain John B. Taylor
Hon. Rudolph Blankenburg
Herman Loeb
Dr. Joseph S. Neff
George D. Porter
Gen. Louis Wagner
Joseph H. Klemmer
Howard B. French
George C. Boldt
Edward J. Frots
Dr. John G. Clark
Norris S. Barratt
Hon. William C. Ferguson
Hon. Howard A. Davis
Hon. Charles G. Audenried
Hon. William McCarroll
Hon. J. F. Lamorelle
Hon. William H. Staake
Hon. Charles F. Gummey
Hon. John M. Gest
Dr. Alfred Stengel
William W. Fitler
Spencer Irvin
George W. Elkins
Frank D. La Lanne
Edward Browning
Dr. Horatio Parker
John Luther Long
O. G. Murray
George F. Baker
Henry R. Edmunds
John B. Miles
James G. Doak
Rev. E. F. Fales
William Sidebottom
William H. Brown
William T. Tilden
John K. Mohr
James Gay Gordon
Robert M. Coyle
John F. Daniell
John F. Daniell, Jr.
D. H. McAlpin
George T. Stockham
Arthur J. O'Keefe
Hon. Charles B. McMichael
Hon. John L. Kinsey
Hon. F. Amedee Bregy
Hon. James R. Holland
W. Frederick Snyder
John J. Collier
J. Ernest Richards
Louis S. Fiske
Hon. E. A. Anderson
Hon. Morris Dallett
Hon. Robert N. Willson
Hon. Mayer Sulzberger
Hon. D. Newlin Fell
Hon. J. Hay Brown
Hon. S. Leslie Mestrezat
Hon. W. F. Potter
Hon. John P. Elkin
Hon. John Stewart
Hon. Robert Von Moschzisker
Hon. William W. Porter
Charles H. Matthews
Hugh Black
Lawrence McCormick
Hon. W. Wilkins Carr
Andrew Wheeler
Samuel Rea
J. B. Thayer
Henry Tatnall
J. P. Green
G. D. Dixon
N. Parker Shortridge
James F. Fahnestock
George McCurdy
Harry Ransley
George W. Kendrick, Jr.
T. H. Horney
Robert H. Hinckley
Dr. S. Weir Mitchell
D. Newlin Fell, Jr.
John C. Lowry
James Dobson
Colonel J. P. Nicholson
Brigadier-General James B. Coryell
Brigadier-General William G. Price, Jr.
Colonel Hamilton D. Turner
Colonel William F. Eidell
Colonel Caldwell K. Biddle
Colonel Gibbons Gray Cornwell
Commander Joseph M. Mitcheson
Major John C. Groome
Colonel William R. Scott
Charles C. Kinsman

Theodore Voorhees
Alexander Van Rensselaer
Chester W. Hill
Walter T. Merrick
F. P. Vincent
W. O. Hempstead
E. A. Van Valkenburg
Hugh B. Sutherland
Leigh Mitchell Hodges
John T. Windrim
George A. Waite
William L. McLean
M. F. Hanson
John P. Dwyer
James Potter
Charles H. Heustis
George W. Ochs
William A. Connor
J. B Townsend
Benjamin G. Wells
Dr. Talcott Williams
Joseph B. Jacobi
Joseph D. Williams
Dr. Charles B. Worden
W. C. Haddock
W. L. Nevin
Gordon H. Cilley
Frederick Rebmann
Richard Quinn
George W. Stull
Franklin N. Brewer
Alfred G. Clay
Josiah Bunting
A. C. McGowin
J. B. Woodford
DeForest L. Bachman
W. H. Geary
Dr. J. K. Dixon
Thomas F. Dixon
E. F. Tibbott

GUESTS FROM NEW YORK

J. W. Appel, Jr.
Joseph H. Appel
James M. Beck
S. C. Berger
Harris M. Crist
E D. De Witt
James C. Dayton
Dan Daly
Louis De Veau
William C. Freeman
Robert C. Frothingham
G. W. Foster
John Temple Graves
William N. Gash
H. N. Goldfogel
Louis Hamilton
R. F. R. Huntsman
F. G. Lee
P. P. Lynn
Dr. Frank E. Miller
Frank McLaughlin
Harry F. Mollenhauer
T. H. Moore
Edward G. Riggs
Henry L. Stoddard
John Adams Thayer
Louis Wiley

GUESTS FROM CHICAGO

Edward E. Ayer
D. H. Burnham, Sr.
D. H. Burnham, Jr.
William L. Brown
John Burnham
E. J. Buffington
A. C. Bartlett
Edward B. Butler
W. J. Chalmers
Clyde M. Carr
Charles G. Fuller
J. P. Foraker
Judge E. H. Gary
E. R. Graham
Charles L. Hutchinson
Lieutenant H. B. Hackett
F. A. Hardy
L. J. Horowitz
J. Joss
George T. Kelly
Chauncey Keep
T. J. McNulty
John T. McCutcheon
Harold McCormick
Hugh McGee
Joy Morton
Martin A. Ryerson
John W. Scott
Albert Sprague, Sr.
J. G. Schmidlapp
Lorado Taft
Fredk. W. Upham
Ralph Van Vechten
Charles P. Wheeler
Charles H. Wacker
Albert Wells

Mural Decorations by Anne Estelle Rice, one of the Wanama
French art called "Post-Impressionist." Th

aff of Artists in Paris, representing the modern movement in
tings are on canvas and were made in Paris

BOOK FIVE.

A HISTORY OF THE WANAMAKER STORE IN JUBILEE YEAR, 1911.

CHAPTER I.

THE fiftieth year of business in the Wanamaker Store was marked by the completion in Philadelphia of the new building, which offers many new facilities for the service of the public. Throughout the twelvemonth, as the available space in the Store increased, various sections flowered into greater usefulness, and there were several entirely new departures. In this respect it was the most notable year of the Store's life.

Earliest in the 1911 calendar came the inauguration of a whole new department—a Store within a Store, indeed—the New Kind of Clothing Store, on the Subway Floor, which was formally opened to the public on January 3, the first business day of the year. This new store sprang at once into popularity. Its reason for being was the universal and insistent need of the right sort of low-priced merchandise. No arbitrary whim called it into existence. It came because it had to come. People found many places where they could buy reliable merchandise; many other places where they could pay low prices; but where to combine those two, where to make a modest purse command indubitably good quality and accurate styles—that was the need that remained to be filled.

The task of the Wanamaker Store, then, was to provide a modification of the usual "basement bargain department," offering goods whose quality and style should

be right, and the price as low as reliable merchandise could be sold for. Add to these requisites a capable, enthusiastic force of salespeople, attractive methods of arranging the merchandise, a pleasant, light, well-ventilated location—and you have this New Kind of Clothing Store, originated by Wanamaker's.

People were not slow to realize the aims of this new Subway Store, and its capacity for service. They learned soon that it was not designed to sell "trash" or shoddy goods, nor to dispose of odds and ends of merchandise from other sections of the main store. On the contrary, whatever it sold was quite good in its way—durable merchandise of trustworthy style and design; not so fine, of course, as corresponding goods sold in the main store—indeed, making no pretense to being "just as good," because frankly made in a less expensive way. Here were to be found just as comprehensive stocks as could be desired, every article being represented in all sizes and many prices—and always in a generous range of styles.

Moreover, instead of attempting to sell in the Subway Store every kind of goods found in the Main Store—with the consequent risk of not treating any of them adequately—the classes of goods represented were strictly limited so as to give each one a fair showing. In general the Subway Store confines itself to ready-to-wear clothing and underwear for men, women and children, millinery, and household linens. To these the whole Market Street division of the Subway Floor is devoted, and unusual emphasis is laid on displaying all goods conveniently, with no crowding. The Store is pleasant, airy and light, with none of the stuffy, congested effect of the average basement store.

* * * * * * * *

Characteristic of quite a different function of the Wanamaker business are the Little Gray Salons, opened

also during this year 1911. They are designed for the convenience of women to whom luxury, elegance and exclusiveness appeal first of all, whose gowns, hats and wraps must be the last word in fashion, the acme of beauty and taste. To such a woman the price of goods is not the primary consideration. Naturally, she does not want to be charged unfairly, and—other things being equal—she will very wisely buy where she pays least. But it is the "other things" that she looks for chiefly. That Paris is her shopping Paradise is because there she finds the chic, the interesting, the individual; there she can drop into charming and cosy little shops, artistic in every detail, secluded, quiet and leisurely in their air; there she is served by women whose taste and intelligence she can trust as her own.

It was for the Wanamaker Store to introduce these elements first on this side of the water, for in the Little Gray Salons the shops of the Rue de la Paix find their counterpart. A series of delightful rooms annexed to the various regular sections which sell women's apparel, they offer the possibility of selecting purchases under the most ideal conditions of comfort, privacy and artistic atmosphere. They are thoroughly French in their tone, being furnished, finished and mirrored like the best Parisian shops. They are well-lighted by real daylight from wide windows, and for the woman selecting an evening gown there is one room especially arranged with a miniature stage, electrically lighted and planned to display such gowns in their natural *milieu.*

In the Salons of Women's Outer Apparel are shown street and afternoon gowns, evening costumes, suits and coats, evening wraps, riding habits, and mourning wear. Other Salons are devoted to women's custom-made garments, imported French millinery—the hats of Madame Marcelle Demay being shown in a room by themselves

—mourning millinery, luxurious furs, corsets, Paris lingerie, and infants' clothing and accessories.

* * * * * * * *

A beautiful mid-Spring Wednesday saw the inauguration of another new part of the Wanamaker service—the Great Crystal Tea Room and adjoining Salons on the Eighth Floor. "A delightful place of rendezvous, recreation and refreshment—a series of superb rooms comprising the new Wanamaker Dining Service"—thus it was announced in the advertisements of April 5. Nearly the whole of the Eighth Floor is given up to this series, and it is as remarkable for its architectural beauty as for its magnificent and unusual capacity for serving diners. Immense throngs throughout the first few weeks attested to the public interest and admiration, and many persons took advantage of the services of special guides to go through all the various Dining Rooms, the Public Comfort Rooms, the Rendezvous, and the great modern kitchens in the central part of the building.

The impressions of the public were voiced in such newspaper descriptions as these following—appearing the day after the Tea Room was opened:

> "Situated on the Eighth Floor and commanding a splendid view of the city and of the Delaware River from the Pennsylvania Railroad Bridge above to the League Island Navy Yards below, the new department occupies the whole of the Chestnut Street and the Central Divisions of the floor—a total area of 33,000 square feet. A detailed list of the various rooms it comprises—the Great Crystal Tea Room, the Imperial Blue Room, the Coronation Red Room, the Golden Jubilee Room, the French Banquet Salon, the private Mirror Room, the Rendezvous and Public Comfort Rooms, and the extensive modern kitchens—the detailing of such an array of departments in this series conveys some idea of its proportions.

Golden Jubilee Room—Great Crystal Tea Room—
Mirror Room

Imperial Blue Room—French Banquet Salon—Crystal
Tea Room, Another View

"The largest section is the Great Crystal Tea Room, the largest dining-room in Philadelphia, and one of the largest in the world. Alone it covers a floor area of 22,000 square feet, with a uniform height of 20 feet. The present seating arrangements easily accommodate 1,400 diners. Lighting facilities are excellent, and the ventilating system provides a supply of air equal to 1,250,000 cubic feet an hour. The general treatment of the room is Renaissance, in many respects modeled after the famous tea room in the house of Robert Morris, the financier of the Revolution, at Sixth and High Streets.

"The woodwork is oak, in Circassian brown finish, with white walls. The flooring is oak parquetry, highly polished. The Room takes its name from the remarkable lighting plan: immense numbers of glass reflecting electroliers of a new sort are suspended from the walls outside the double row of massive columns flanking the main portion of the hall, as well as over that portion. When all these are lighted the brilliant effect of the hanging crystals is simply indescribable."

"Elegance, spaciousness, spotless white in contrast with the deep rich brown tints of towering oaken columns, refinement, and unusual artistic value—these characterize the Crystal Tea Room. Yet withal, there is nothing garish in the effect, but a permeating sense of simple comfort and homelike attraction.

"The men's section on the East of the Tea Room is in three parts—the Coronation Red Room, the Imperial Blue Room, and the Golden Jubilee Room. The first two are named for the coronation of King George, and the last for the Golden Jubilee of the Wanamaker Store. These rooms are art gems. The Golden Jubilee Room is in the early English style of architecture, with high-paneled wainscoting and heavy beam ceiling, the wood being in golden brown finish. The Coronation Red Room and Imperial Blue Room have circular paneled ceilings. These will be utilized on occasions for private dinners.

"Most ornate of all the rooms are those on the West of the Tea Room—the Banquet Salon and the Mirror Room, both of them resplendent and magnificent examples of the highly decorated and artificial types which they represent. The Banquet Salon, accommodating three hundred, is in Louis XVI style, finished in soft gray, special attention being given to the coloring, furniture, dishes and other appurtenances. A cameo-like room is that called the Mirror Room, where Louis XV types prevail; here small private luncheons are served.

"The table cloths and napkins in all these dining rooms are of double satin damask in effective designs, imported from Scotland; they are hand-hemmed by deft French workers. To care for this linen a special laundry has been provided, with drier, electric irons and gas stoves. The silverware is of Colonial design with thread border, and each piece is stamped with a fac-simile of the Wanamaker Store. French china of dainty pattern is used.

"The big modern kitchen system designed to supply these dining-rooms can serve 10,000 persons at once, and is eloquent of that highly specialized and developed product of modern business which we call the 'department store.' It is an extensive affair, and the most modern and convenient that expert knowledge can plan. The kitchens are always open to visitors, and under the direction of guides they reveal a wonderful assemblage of late and improved devices for the saving of time and labor, and for the quick and effective preparation of all kinds of food. There is ample equipment for the serving of 10,000 oysters, and the big ovens will roast 75 turkeys at once. There are rows of large gas ranges, and the mammoth refrigerators are built on a plan that dispenses with the use of ice and its inconveniences. The kitchen is also equipped with numerous baths and lockers for the use of its employés."

"On the West side of the central court, in the

central division, and also adjacent to the Tea Room, are the Rendezvous and Public Comfort Rooms, where customers may meet each other or pass away spare time. The Rendezvous offers checking conveniences, telephone service, newspapers and magazines, time tables, and store guides, while the other rooms constitute a series representative of the best modern German arts and crafts. The unique and beautiful furnishings and decorations of these rooms were shown first at the Louisiana Exposition at St. Louis in 1904, and at its close were purchased by the Wanamaker Store. The exhibit is of great educational value as well as serving to furnish delightful and comfortable rest rooms."

* * * * * * * *

The approach of the Christmas season each year brings new and larger problems to both merchant and shoppers, and it was with the aim of meeting these that the Wanamaker Store organized the Christmas Headquarters. This departure was an entire innovation in the mercantile world—another example of the Wanamaker method of being the first to introduce a "better way to do things."

The Headquarters were opened late in November, on the Eighth Floor, in the Rendezvous near the Tea Room. Customers were invited to take there all problems related to choosing, buying or sending gifts, the services of the Headquarters staff being offered free of any charge. Classified lists of gifts appropriate for various sorts of people and at graduated prices were printed for distribution, and in other ways suggestions were made to those who were in doubt about what kind of gifts to buy. There were a number of guides always on hand to accompany shoppers about the Store, to facilitate and expedite purchases, and in every way to lubricate the wheels of gift-buying. These guides made themselves familiar with the stocks throughout the Store, so as to

be able to offer suggestions intelligently and judiciously when these were wanted. They were also at the service of people who wished merely to go around the Store, and see its interesting points, without any idea of buying. Many took advantage of this privilege.

After purchases were made they could be brought back to the Headquarters for wrapping, if desired, and this applied not alone to gifts bought in the Store, but to any and all that had to be wrapped or sent away, whether made at home, purchased elsewhere, or bought in the Store. No discrimination was made—no questions asked.

At a counter in the Rendezvous customers could buy ribbon, tissue paper, seals, other small decorations, and various sorts of small gifts. Or without these "trimmings" the gifts could be daintily wrapped and tied with red ribbon (free) at the mailing counter. Here were other members of the Headquarters service ready to wrap, address and weigh, to state mailing or express costs, and to ship parcels direct from there. Lists of mail steamer sailings were posted, and customers could be informed just how many days in advance they must start packages for foreign parts.

Not the least inviting feature of this service was the fact that customers who found themselves unable to come in and do their Christmas buying in person, could write or telephone their wishes to this staff, and have their directions carried out as they themselves would do it. Several members of the staff were kept constantly busy at just this work, seeing to the choosing, buying, wrapping and mailing of hundreds of gifts; the gifts being wrapped and tied as attractively as if they had been despatched from the sender's own hands.

Such a thorough and timely service could not help advertising itself through the people whom it daily helped, and during December the Headquarters were

always crowded. The staff were called upon sometimes in the most unexpected ways, to render help that had not been dreamed of in the original plan. For example, one woman wished to send some article of clothing as a gift to a college classmate who is now a missionary in Teheran, Persia, but she did not know what sort of climate that city has—should she send a pretty lingerie blouse, or would a serviceable and warm flannel waist be better? The proper machinery was set in motion to ascertain facts about Persian climate, with the resulting purchase of a smart-looking shirtwaist of wash silk, with a lace frill, collar and a pair of sleeve-links. These were then daintily boxed and duly mailed at the proper date—and were received "on Christmas Day in the morning," so the purchaser reported in late January.

Yet another Philadelphia woman came in with a request that "sounds absurdly impossible," she smilingly deprecated. "I greatly wish to send some flowers at Christmas to my aunt who is spending the winter in Cairo, Egypt. Could it be arranged?" It could. Through the Paris branch of the Store the order was passed on to a Cairo florist, along with the customer's personal card, and on Christmas Day a box of lovely fresh flowers came to her aunt's hotel.

Another time it was a big breezy man-in-a-hurry, with just two hours to spare before taking his train home to Texas. "How many Christmas gifts can you help me buy in that time?" he asked. "There are 17 people in my relationship to buy for, and whatever I get here I can ship down direct." In those two hours he was rushed merrily over the whole big Store, choosing here, consulting there, until train time found him with all his seventeen beneficiaries provided for satisfactorily—and a highly pleased man got on that Southern train. "I never had such a good time shopping before —I would have been helpless trying it alone!"

Yet again, here is an old lady, with a big, rich fruit cake made many months ago to send to her son who is a consul in a Chinese port. She doesn't know how to get it to him—could it be done safely? Like so many of these requests it had an appealingly sentimental quality that drew forth the best efforts of the staff. And delivered that cake was—to a proud and happy son, on the 24th of December, safe and sound.

CHAPTER II.

KEEPING pace with their record for progress, the Wanamaker Stores became on Monday, May 22, 1911, the first great stores in the world to be equipped as official wireless telegraph stations. The public announcement of this achievement was made thus, in the newspapers of May 20:

> "New York and Philadelphia Linked to the Ships at Sea Via Wanamaker Wireless.
>
> "Official public stations in both the New York and the Philadelphia Stores will be open for business Monday morning for the reception of messages to ships at sea and to all points covered by the Marconi Wireless System in foreign countries.
>
> "The stations bring New York even closer to Philadelphia through the Wanamaker Store, but they will not be open for public business between the two cities, that service being covered by the land wires and telephones already installed in both buildings."

For some days prior to this announcement experimental messages were being flashed, among them this one to Mayor Gaynor of New York, through the New York Store:

> "May 19, 1911.
>
> "HON. WILLIAM J. GAYNOR,
> *"Mayor of New York.*
>
> "Sincere greeting and congratulations on completion of enterprise which gives the Wanamaker Wireless as one more tie for service and friendship to unite our cities.
>
> "(*Signed*) JOHN E. REYBURN,
> *"Mayor of Philadelphia."*

The Philadelphia Store also sent this wireless message to the Hon. John Wanamaker, who was at that time in Ems, Prussia:

> "Wanamaker Wireless inaugurated. First message from Philadelphia Mayor to New York Mayor. Your co-workers send heartiest congratulations."

To which Mr. Wanamaker replied—in an incredibly short time, on the same day, May 20:

> "Over land and sea, received Saturday night, 8 o'clock, at Ems, Germany, the first direct Marconi from Philadelphia office. It is something to be in the front line of the world's achievements."

The announcement continued:

> "These wireless stations are now formally dedicated to the public service as official stations of the Marconi Wireless Telegraph Company, and will be open for the receipt of messages during the time the Store is open. Messages will be received for steamers 150 or more miles away whenever such steamers are fitted with a Marconi apparatus. The regular rate will be charged—$2 for the first ten words, and 12 cents for every extra word. Messages received at the stations from ships will be delivered over land wires, the usual land toll being added.
>
> "Those having accounts with the Wanamaker Stores may receive and send messages and have them charged if they desire. Incoming passengers from Europe may send orders to Wanamaker's via wireless; we will fill them, and if desired will have the goods at the ship on arrival.
>
> "It is the intention of the Wanamaker Stores to make these wireless stations an advantage to the public in every way possible, and in this we have the coöperation of the Marconi Wireless Company. Visitors who are interested may pro-

cure guides at the Rendezvous on the Eighth Floor and inspect the Wireless Station on the Eleventh Floor."

The two stations in the Wanamaker Stores are next to the most powerful sending stations in the country, being second only to that at South Wellfleet, on Cape Cod. The Philadelphia Station has sent direct messages as far as Colon, Panama, a distance of 2,000 miles, and incoming steamers report that they can copy Wanamaker messages 1,000 miles out at sea. At night—when there are no sunrays—the sending power is even greater.

The speed is also rather remarkable, being the greatest in the country. More than 40 words a minute can be sent. One of the most interesting tests of this point came in the course of ordinary daily communication between the two Stores.

It became necessary to ascertain the financial standing of an out-of-town customer who wished to purchase some goods in the Philadelphia Store. While he was waiting, a message was sent by wireless to the New York Store requesting that his rating be looked up there. The information was back in the hands of the Credit Department, in typewritten form, and the transaction consummated, in less than five minutes from the time the customer applied!

The number of messages sent between the two Stores is considerable; the average number of words is 2,000 daily, and during busy seasons like Christmas time it is twice or three times that. All messages at both ends are taken down on a typewriter—a feature that is almost unique.

The next development of the Wanamaker wireless service was the privilege of "Shopping by Wireless," when the Wanamaker Aero Line was established between the Philadelphia Store and the Cape May Hotel at Cape May, N. J. By the new system patrons of this hotel are

enabled to send shopping messages without charge to the Wanamaker Store, thus facilitating the filling and delivering of orders. Quicker even than the telephone, it is a most useful privilege.

As the Wanamaker Stores were the first to install wireless service, so they were first to offer aeroplanes for sale. The New York Store in October exhibited for sale a Moisant monoplane of the Bleriot type, equipped with an Anzani motor, for $4,000. There was also a $1,500 French balloon for sale.

Throughout October an Electrical Exhibit was conducted in the Rendezvous on the Eighth Floor. Here were shown all the latest and most practical devices and inventions in the electrical world, nearly all the electrical companies in Philadelphia joining to make the exhibit of the greatest possible value.

The ozonator, a little motor machine for purifying the air, was one of the busiest things shown. Another fascinating invention was the telautograph, by which writing in one place is duplicated at the same moment in another place at any distance away, the "talking sign," which flashes forth letters, words, numerals, when manipulated—this and many others interested the crowds which came daily. Housekeepers were attracted by the wonderful group of devices for saving their time, steps, labor and money, of which there are almost hundreds. Electric ranges, washers, meat choppers, knife sharpeners, coffee grinders, bread and cake mixing machines—such inventions were demonstrated all day long to eager listeners. And the children were delighted in their turn by the marvelous electrical toys shown.

CHAPTER III.

"Office of the Mayor,
"Philadelphia,
"February 28th, 1911.

"To the Wanamaker Store I extend my heartiest congratulations upon its completion of fifty years of progress and service to the people of Philadelphia.

"As a pioneer in modern merchandising, Mr. Wanamaker has built up, in his half century of activity, a commercial enterprise that is one of the City's institutions—one that has carried the name of Philadelphia all over the world.

"(*Signed*) John E. Reyburn,
"Mayor."

WITH such felicitations as these the Store opened its formal celebration of the Golden Jubilee in March. In this same Spring season, fifty years before, the little store at the corner of Sixth and High Streets was opened by Wanamaker and Brown—and when they moved the business up to Thirteenth and Market it was on March 12—thirty-five years before this Jubilee celebration—that Mr. Wanamaker threw wide the doors of the enlarged "Grand Depot."

The March observances opened with newspaper announcements, historical reviews of the remarkable evolution of the business—in editorials written by Mr. Wanamaker, to be found on pages 196-212 of this book—and an invitation to the public to see a series of notable exhibits to be held in the Store, depicting the contrasts of fifty years of progress in styles, manufactures and methods of living.

In the Costume Salons were shown the hoop skirt costumes of 1861, and beside them representatives of all the varying fashions in women's dress from that day up to 1911, the latest fancy then being the modification of

the "trouser skirt." The evolution of masculine fashions from the days of the Puritan Fathers was shown in the Men's Clothing Store and the Hat Store. Girls' and children's clothes worn in 1861 appeared. An expert authority on corsets lectured on that subject in the Corset Salon, where an interesting group of corsets ancient and modern was shown. Other exhibits suggesting the developments of fifty years were the period furniture, upholstery and curtains, gloves, lamps, shoes, carpets and rugs. The Toy Store showed quaint dolls one hundred years old. In Egyptian Hall was the Chickering & Sons collection of old-time harpischords, spinets and pianos. Beautiful examples of recent art in diamond setting were shown in a special dark room.

The opening days were the occasion of several congratulatory messages to the Store, of which one is quoted above. Governor Stuart of Pennsylvania wrote thus:

> "I congratulate the Wanamaker Store and its founder upon the completion of half a century of active business life. Fifty years of service to the people of Philadelphia have placed this business on a plane where it reflects credit upon this City and State.
>
> "The new building will always remain as a monument to its founder and an inspiration to every young man, telling what can be accomplished by one man who, by his energy, ability and practice of pure business methods, has made such an enterprise possible.
>
> "EDWIN S. STUART."

The Superintendent of the Philadelphia Public Schools, in his letter, called the modern department store "a great educational laboratory."

> "Here, in the practice of merchandising, the employé is given an education in applied knowledge which, if rightly understood, is of inestimable value. If to this—as at Wanamaker's—is added an education in theoretic knowledge, the result is an education in harmony with the best modern thought, for it combines laboratory and class training. I have been greatly impressed with the wisdom of the system of training given in your store. The alert and industrious

employé who will make the most of the entire provision for his education is assured a discipline of the greatest practical value.

"I wish especially to impress the value of the school exercises. Here the employé receives a connected discipline in the fundamental facts of knowledge—a discipline which gives that fine insight which makes for growth and which makes the man always the master of his work.

"Sincerely,

"MARTIN G. BRUMBAUGH."

On the second day of March, 1911, the Philadelphia *Press* contained the following editorial:

"That the stupendous retail business which bears the trade name of John Wanamaker is now rounding out its fiftieth year of service, prosperity and gigantic growth, is a notable event in the annals not only of Philadelphia but of the nation. Happily, Mr. Wanamaker remains to celebrate the jubilee of the enterprise which he founded and built up. His genius guided the Wanamaker Store from its first humble beginnings to its present greatness, when it is housed in the wonderful building planned by Mr. Wanamaker, and has a New York branch that occupies the same relative position there as the original store occupies in Philadelphia.

"Mr. Wanamaker was an innovator in the retail trade. The methods which he introduced as novelties from time to time are now diffused throughout the United States and Europe. They have reconstructed and modified all the relations between the merchant and his customers. Just as the Wanamaker Store is itself a product of steady growth, so the department store in general has profited by expansion and new ideas contributed by the ablest business men of America. Mr. Wanamaker was never slow to apply any new idea, whether it was a suggestion from a subordinate or entirely spontaneous.

"The Wanamaker Store has kept pace with the growth of Philadelphia, and has typified the upbuilding of the great, prosperous, progressive metropolis of to-day."

In addition to the exhibits which continued during the month, each day had something special to offer visitors and patrons in the way of organ music, lectures, concerts, or unusually interesting sales of fine merchandise. Either Greek Hall or Egyptian Hall was in use nearly every day, and thousands of people throughout Jubilee month attended the concerts and other entertainments.

The second Monday in March was the thirty-fifth anniversary of the inauguration of the New Kind of

Store, and so was observed as Anniversary Day. The Breakfast at which Mr. Wanamaker entertained his chiefs of departments in Egyptian Hall, at the hour of the Store opening, has already been described. Simultaneously, the J. W. C. I. Cadets—battalions, military band and bugle corps—assembled in City Hall South Plaza, marched into the Store, and after manœuvres in the Grand Court by the battalions, the band and bugle corps played patriotic music. Later on, five times during the day, they gave concerts. In the afternoon, in Egyptian Hall, they combined with the Girls' Branch and with organ, piano, violin, and contralto and tenor soloists in the Anniversary Concert.

Following Anniversary Day came a series of special days in honor of the various great nations from which much of the Wanamaker merchandise is drawn. The fortnight following March 13th saw Italian, English, French, Shamrock, German and Scotch Days, and later came Old Folks' Day and G. A. R. Day. All these were observed by special musical programs in Greek Hall.

During this month also was told the Story of Wanamaker Merchandise, special advertising pages being devoted to all the largest sections in the Store in turn, taking up the merchandise from the points of view of history, romance, and human interest.

CHAPTER IV.

SIMILAR features and other new ones were a part of the Fall Celebration—during October—when perhaps the chief point of interest to the public was the daily playing of the magnificent new organ in the Grand Court. The long work of putting it in place and getting it into perfect order was begun early in the year, and continued well on into 1912.

It is the largest organ in the world, and was first erected at the St. Louis Exposition in 1904. When it was acquired by the Wanamaker Store, thirteen freight cars were needed to transport it to Philadelphia from St. Louis. All of the 141 speaking stops of this organ had to be re-voiced when it was brought to the Store. It is the largest building in the world containing an organ, and the re-voicing was done to suit the acoustics, which are somewhat different from the conditions in a church or auditorium.

Moreover, it inaugurates an entirely new and advanced system of tonal appointment and classification, which makes it a uniquely fine concert organ. It was built on the Fleming System, and erected in the Wanamaker Store by Mr. W. B. Fleming himself. By this tonal system a whole new world of effects and combinations are at the disposal of the performer.

The organ proper is built on the Grand Court, the first floor above the Main Floor, at the South end of the Court, and extends upward through two stories, occupying a space 65 feet wide, 26 feet deep (inside the

columns) and 47 feet high. Within a curtained inclosure nearby, on one side of the Grand Court on the First Floor, is a desk or "console" where the player sits, the keyboard being connected with the pipes by an electric cable 150 feet long.

The manual keyboard of this console (the parts controlled by the player's hands, as distinguished from the pedal organ) contains five banks of keys, or "claviers," each commanding a separate group of pipes, the five being called the Great Organ, the Swell, the Choir, the Solo and the Echo Organs. Each clavier has 61 keys. The number of speaking stops comprised in the manual is 141, and the pipes controlled number 8,907.

The Great and the Swell Organs each have two divisions, whose special functions greatly multiply the available tonal effects.

The Choir Organ also is given a new character, entirely flexible and expressive. From this keyboard are played the tubular chimes.

The mechanical expedient of the "double touch"—operated from the Great, Swell, or Choir keys, to any of which the Solo may be coupled at will—is possible in no other organ in this country and in few others in the world, and its value in obtaining richness and variety of tone is inestimable.

The Swell Organ is in many points unique, representing an important and artistic step toward the perfect Concert Organ for the adequate interpretation of orchestral scores. Its two divisions include—in a range nowhere else equaled—all the stops which represent the wood-wind instruments and the strings of a full orchestra. The first division includes the strings. The second division, including the wood-winds, has no counterpart anywhere. Its tonal effects are almost infinite in their combinations. The use of all the 34 speaking stops, in

combination with each of the available pipes in the whole organ, gives tonal and expressive combinations and effects to the number of 17,179,869,183—more than seventeen billion distinct and separate tones, without recourse to octave or sub-octave coupling or any multiplying device. If one of these tones were to be played each minute, day and night, it would take 32,600 years to play them all. In connection with the Swell Organ there is a piano, for harp effects. Precisely the same expressive effects are gained by this piano as though it were played directly on its own keys rather than by the organ keys. Particular care was taken in selecting the piano to be used in connection with the organ, to assure the maximum of satisfaction in its use—the choice finally fell on the wonderful gold-string Schomacker whose flexibility and brilliance make it perfect for this purpose.

Unusual features appear also in the Solo Organ, which is devoted to imitative solo stops and represents also the brass wind instruments.

The Echo Organ is the highest in the world, being located at the North End of the Grand Court, seven stories—125 feet—above the Main Floor. It is connected with the manual by an electric cable 560 feet long.

The Pedal Organ is the largest and most complete ever constructed, its tones ranging from the Dulciana to the full strength of the 30 speaking stops and 1,152 pipes.

In addition to all this unique tonal appointment the organ is provided with an array of couplers never before approached—33 altogether, coupling the claviers in various relations. All manuals are expressive except the first division of the Great Organ. In point of expressive powers and tremolants, the organ is peculiarly well equipped.

Of the two consoles, the one just described is movable, and the other is stationary, being devoted to a patent automatic playing device by which, through the use of

two rolls at once, the most difficult and complicated scores can be played with the utmost accuracy and satisfaction.

The care of an organ of this magnitude—and it is considerable—is facilitated in various ways. Numerous telephones connect the consoles, the Echo Organ, and various places among the pipes, so that workmen busy in different parts may communicate. There are three portable tuning keyboards, which may be carried to any parts needing tuning, so that no one need remain at the console. Since all the draw-stop action is regulated from the interior of the organ (as well as from the console) only one man is required for tuning. The whole organ is kept clean by the frequent use of a vacuum cleaner installed for the purpose.

Even more minute details about the organ are interesting.

The organ weighs 250,000 pounds. More than 80,000 feet of lumber were used to build it.

The pedal keyboard has 32 notes—each of the others has 61.

Number of pipes and speaking stops:

	Pipes	Speaking Stops
Great Organ	2,135	26
Swell Organ	2,867	34
Choir Organ	1,501	20
Solo Organ	1,367	18
Echo Organ	1,037	12
Pedal Organ	1,152	30
Total number	10,059	140
Or including the Piano		141

Of these 141 speaking stops 35 are stops of reed. In some cases there are seven ranks to one stop; and as

there are 61 keys on each clavier, this means 427 pipes to that stop. There is also a 7-rank mixture in the Pedal Organ—a feature unique in the Wanamaker organ.

Lengths of pipe range from ¾ inch to 37 feet 9 inches.

The largest pipe is of wood, 32 feet long, 27 inches wide and 32 inches deep, and weighs 1,735 pounds. It is large enough for a man to crawl through on hands and knees.

The largest metal pipe is 37 feet 9 inches long and 17 inches in diameter, and weighs 850 pounds.

The combination board has 1,616 automatic combination stops for securing various tone-color effects.

The blowing plant has one 40 horse-power blower, one 20 horse-power blower, one 2 horse-power, and 2 sets of storage batteries—one being charged while the other is in use. It also has a large motor generator for charging the batteries.

There are more than 7,000 open electric circuits inside of the organ.

The total amount of wind supplied by these blowers equals more than 11,000 cubic feet of air per minute.

* * * * * * * *

The first occasion on which this organ was heard was Coronation Day, June 22, 1911, and at the very hour when King George and Queen Mary were crowned in Westminster Abbey—9 a.m. by our time, 2 p.m. by London time. "A musical and architectural triumph, fittingly inaugurated on the day when a great American store renders friendly salute to England's King and Queen."

Beside the frequent recitals throughout the day, there was a special program arranged for the hour of 9, as follows:

Participating—the John Wanamaker Choral Society and Junior Chorus, the J. W. C. I. Military Band and

Bugle Corps, and the Third Battalion, J. W. C. I. Cadets, with the Organ.

1—Salute to the English Flag—Military Band and Bugle Corps, the Cadets presenting arms.

2—Chorus, "Zadok, the Priest" (Handel)—Choral Society.

3—Chorus, "The King Shall Rejoice" (Harris)—Combined Chorus, Band and Organ.

4—"God Save the King"—Combined Chorus, Band and Organ.

In connection with this celebration, the Cadets escorted a collection of historic English flags, the most complete in America, the march being through Penn Square, around Market Street and into the Grand Court of Honor, to the position where they saluted the English colors.

During these exercises immense crowds of people filled the balconies on all the floors around the Grand Court, learning—through this first hearing of the Organ—how powerful, sonorous and sweet were its tones.

Eight days later the Wanamaker Store showed motion pictures of Coronation events. In so short a time had these films been "rushed" over by the great "Mauretania" that, even while America was still reading about the Coronation, the opportunity of seeing just how the Royal pageant appeared was given to the patrons of this Store. It was the earliest exhibit of such pictures in this country, being shown first on Friday afternoon, July 1—in Egyptian Hall—a few hours after the "Mauretania" docked. Conspicuous always in the splendid procession were the figures of King George and Queen Mary in their Coronation robes, followed by notables of England and other nations, many of whom were easily recognizable.

The whole series of pictures was vivid, beautiful and full of interest.

Among the titled personages taking part in the Coronation ceremonies in Westminster Abbey were a number of American duchesses. In the belief that their American sisters would be interested in seeing the sort of gowns worn on that occasion, the representatives of the Wanamaker Store in London had made an exact replica of one of the most splendid costumes, for display in the Philadelphia Store. This was posed—on an American girl—in the Costume Salons on Coronation Day and several days following, to the great interest of the many women who came to see it.

In this connection, it should be noted that the close relation existing for many years between the Wanamaker Stores and the fashion centers in Paris was strengthened during 1911 by the perfecting of the cable service between the Stores and their Paris office. No great fashion event is allowed to pass without complete descriptions of its newest modes being transmitted to Wanamaker's on the same day; so that every significant trend in the fashion world, as shown in the gowns worn by the beau monde at Longchamps, Auteuil, Trouville and the rest of the celebrated French racing events, every new note of the "vrai chic" in woman's dress—all these appear in the Wanamaker advertising pages the next day after the Parisian world sees them.

CHAPTER V

SIGNIFICANT EDITORIALS PUBLISHED BY THE JOHN WANAMAKER STORE IN THE DAILY PAPERS DURING 1911.

March 1.

The March of Fifty Years.

From a second-rate nation, rent with civil war, to a world-power of first magnitude.

From thirty-one millions of people to one hundred millions.

From sixteen billion dollars of real and personal wealth to over one hundred and ten billions.

From less than a hundred and fifty million dollars in our banks to over eight thousand millions.

From under two billion dollars of farm products to nine billions.

From under two billion dollars of manufactured products to over fifteen billions.

From thirty thousand miles of railroads to two hundred and forty thousand.

From public school salaries of thirty-eight million dollars to two hundred and fifty millions.

From four thousand newspapers to twenty-four thousand.

Such is the Majestic March of Fifty Years in the United States.

Practically within this half century have come the perfected telegraph, the ocean cables, the great railroads, the electric cars, the monorail, the subways, the telephone, the typewriter, the electric light, the wireless telegraph, the phonograph, the cinematograph, the automobile, the aeroplane, the steel and concrete sky-scraping buildings, the thousand-foot turbine steamships.

Progress, putting on ten-league boots, has, in this minute of time, shelved the horse-car as a relic of a snail's age. Has rushed forward on the tail of Franklin's kite, spanning oceans, making neighbors of all countries. Has burrowed under cities and swept through the air. Has unlocked all the world's wealth, and, dedicating it to all the people, has redrawn humanity's working plan, actually changing the whole environment of mankind.

The one great force that has accomplished all this—the inspiration of it all—is COMMERCE—the homely, simple interchange of commodities between the peoples of the earth.

Commerce itself has been revolutionized in these fifty years. Perhaps that is the secret of its great accomplishment.

Commerce in the last half century has been vitalized with new and just methods of dealing.

It has been economized with better methods of production, transportation and distribution.

It has been sciencized with the application of education and the principles of efficiency and conservation.

With the help of the fine arts and higher business morals commerce has been lifted to a loftier plane, lifting the world with it.

Commerce educates, civilizes, humanizes.

Those who have studied and analyzed this great change in the world credit the Wanamaker System as one of the transforming forces. They own its pioneering

and leadership in many vital advances. They count its influence as part of the history of modern progress.

It is therefore fitting that, beginning Wednesday, March 1, this 35th Anniversary Celebration of the New Kind of Store, dating from the opening of the Grand Depot in 1876, and being the prelude to the celebration of

The Golden Jubilee of the Wanamaker Business

which began at Oak Hall, here in Philadelphia, April 8, 1861, shall be centered in

The Great Exposition of Business.

In all sections of the Store.

Exhibitions of the fashions of 1861—for men, women and children—shown alongside of the fashions of today, including the new "trouser skirt," will depict the changes of 50 years in dress.

Exhibitions of dress fabrics of cotton and silk and wool, the finest products of the loom, will illustrate the advance in designing and manufacturing.

Exhibitions of home arts and decorations will picture the progress of home building.

The entire new buildings, largest in the world devoted to retail commerce, from subway to seventh floor, will be open to inspection and study, which, with its unexampled stocks of new merchandise, is the highest and most efficient type of store the world has yet produced.

Visitors from out of town will find competent guides on the Main Gallery, Market Street, who will be glad to conduct tours throughout the building.

March 1.

Simultaneously in Philadelphia and New York today begins the

Golden Jubilee Year of the Wanamaker Business.

Two score and ten years mark only a small milestone in the history of a store, but this particular half century of world progress leads to

The Golden Age of Merchandise and Merchandising.

As epitomized in the stocks and service of this new kind of store.

Busy Philadelphia and New York may choose to take a minute to give a few thoughts to how the Wanamaker business comes to be the largest retail business in one establishment, not only in area of premises and magnitude of stocks, but in volume of sales.

Fifty years in the life of a merchant ought to be worth something to a great city.

The whole Wanamaker System, as put into operation by the writer, was

First—Trustworthy merchandise sold at actual value.

Second—Truth in advertisement and salesmanship.

Third—No sale settled to stay a sale until buyer cared to have it so.

Fourth—Goods returnable for cash refunding.

Fifth—One price rigidly, and that the lowest, marked in plain figures.

Sixth—Labels on goods should be genuine and, whenever possible, to indicate character of component parts.

Seventh—A new sense of relations between customer and storekeeper—in a Wanamaker hospitality, giving perfect freedom to the visitor without obligation to purchase.

Eighth—A recognition of a duty to an employé beyond the mere payment of wages.

Ninth—The establishment of a pension fund outside of any payment by the employé as far back as 1882.

These planks made a new foundation for business, and were slowly copied everywhere. They have revolutionized the business of the United States.

Celebrating the 50th Anniversary of the Wanamaker Mercantile Establishment is the celebrating of the dawn of a new era of business practice in America.

The aggregation of the business in its entirety is interesting.

Starting with the first day's sales of $24.67 at Oak Hall, Sixth and Market, on April 8, 1861, the organization has distributed into the homes of the world more than half a billion dollars of merchandise. To be exact, a hundred millions more than half a billion.

It has given remunerative employment to more than 150,000 individual workers—its census last year, in two cities, reaching a maximum of 14,700.

Many of its chiefs today were boys and girls in the store years ago. They have had their business education in the schools of the Store, which have been in operation many years.

These free schools are chartered under the name of

The American University of Trade and Applied Commerce.

At the present time there are 2,500 scholars and teachers.

Forty-five hundred and forty-eight persons have received certificates of graduation in various branches.

These outgrowths of our business are not patentable, and no jealousy is provoked when any or all of our methods are incorporated in other businesses, especially as fair people will always credit us with the uplift of American retailing.

This Store will never be like any other store. It must have its own individuality, if it is to be at its best for its patrons.

If it is a good Store today, it will be better tomorrow.

Each year is a step of progress.

Each of the Stores shows the growth.

(Signed) JOHN WANAMAKER.

March 13.

An Old Chinese Proverb Has it That "Time Unlocks All Doors."

When the young boy fifty years ago unlocked the front door at Sixth and Market Streets in "McNeille's Folly" (so called because it was a six-story building) and opened Oak Hall for business, he certainly did not imagine, in his wildest dreams, that this March Monday morning fifty years hence he would again unlock the front door of a great steel and granite structure, rising fourteen stories on a full city block, THE LARGEST STORE UNDER ONE ROOF IN THE WORLD.

To begin with, steel and concrete construction was then unknown.

To end with, the building of a business that would require a structure of this size was deemed impossible, if it was in any person's mind at all.

But "Time unlocks all doors."

Fifteen years of foundation-laying brought to life in 1876 the Grand Depot at Thirteenth and Market Streets, which in interest became really a part of the Centennial.

And on this same Monday morning in March, 1877,

The New Kind of Store.

with its new methods, systems and application of business principles hitherto undiscovered, began its pioneering work of setting up new standards of commerce, now adopted almost universally.

Since those Centennial days the business has grown in plain view of the people who are still its patrons, and who need not be told of its service and its accomplishments.

This half century in which we have been privileged to live has been a period of marvelous physical development. Iron and steel and concrete, steam and gas and electricity, have transformed the methods of production and distribution. Man's power has been multiplied again and again by the help of machinery.

Now shall come the age of mental development, when we must raise to the highest point of efficiency the great physical equipment that Time has reared.

In physical facilities for doing business the Store is now without an equal.

In quality, variety and magnitude of stocks of merchandise it is also without a peer.

Having reared the best physcial plant it is possible to construct, with the departments permanently located and most of them properly equipped, we can now center our attention chiefly on SERVICE—the further development through education and training of a personnel which will administer scientifically this vast public utility.

To this end we have organized THE AMERICAN UNIVERSITY OF TRADE AND APPLIED COMMERCE, which, perpetuating the schools of the Store begun fifteen years ago, shall give our people a knowledge of merchandise and of business laws and systems and an experience in

merchandising which will set a new world mark for service.

While Philadelphia is building her City Beautiful, and her City Useful, with subways and railroad terminals, improved dockage, parkways, boulevards, municipal and commercial buildings—all needed, to be sure—this Store will be developing its higher standards of personal service, keeping, as it always has, just so far in advance of the age.

What the next fifty years will bring forth, Time, as it unlocks other doors, alone can tell, but certain it is that the advance in the half century to come will be along intellectual lines, and this Store means always to stay in the vanguard of progress.

This is our Jubilee pledge, made this Anniversary Day, March 13th, in the 50th year of the Wanamaker business. Those who paste this promise in their scrap books may refer to it in 1961, with the knowledge that it has been fulfilled.

August 12.

It Was an Honor to Receive Admiral Count Togo.

and it was an honor to receive his aides-de-camp, N. Tanaguchi and T. Hiraga; Japanese Consul General Mudjara, whose office is in New York; Assistant Secretary of State Chandler Hale; Captain Potts of the U. S. Navy, and the staff of Count Togo, when they visited the Store yesterday morning.

It was delightful to notice the interest and applause of hundreds of citizens as the famous warrior made the tour of the Store.

We are glad that the City of Philadelphia has here a Store greater than any other to exemplify her commerce in the eyes of so distinguished a visitor.

Greetings from the Wanamaker Store of New York.

"ADMIRAL COUNT TOGO,

"Care Hon. John Wanamaker, Philadelphia.

"The Wanamaker Store of New York City sends greetings to the illustrious Togo by the first wireless station between the largest mercantile buildings in the world, whose commerce has been developed and protected by the capable brains of a nation of wage-earners, guided by the wonderful hand of President Taft, earnestly directing the pulse of the whole world toward peace, emancipation and prosperity.

"(*Signed*) RODMAN WANAMAKER."

December 7.

Not with boasting or—

Self-laudation, but with thankfulness and city pride, this Christmas season seems to be a proper time to issue the plain, accurate, easily verified statements that follow.

1. There are more square feet of space in our new building and its power-house in actual use today for this retail business than in three of the other largest stores of this city combined.

2. There is much more space in this new building devoted to selling merchandise than in all the seven other large stores of this city put together.

3. The clear aisles, wider than many of the city streets, no matter how busy the hours are, can hardly ever be overcrowded.

4. The construction of the building is fireproof, so far as human skill can do it.

5. Being new, it contains every new sanitary appliance and is perfectly ventilated, clean and healthy because almost dustless.

6. The boilers, electric dynamos, engines and machinery are in a separate building, nearly 200 feet distant, and the store is beyond the risk of explosion or fire therefrom.

7. The motive power of the 57 elevators being in another building secures continuous operation of elevators under almost every emergency.

8. Heavy, brick-walled, spacious, stone-stepped, smoke-proof fire towers are built from sub-basement to roof and with eight exits in the four towers on each floor, which are always open and within two minutes' reach of any person, wherever they may be on each floor, to take them straight down to the city streets. These towers are lighted inside night and day and their location is plainly marked on each floor with red lights.

These considerations—and the largest, freshest, most frequently replenished stocks of merchandise —besides.

(Signed) JOHN WANAMAKER.

December 8.

The Why and the Wherefore of This Store.

The fact is, going back to the beginning, the Store was *cut out on the bias.* Very few men will understand what this means, but the women know, though not so many are now living who remember the excitement in stores and homes the first days of the Old Grand Depot when they read in the newspapers, and afterward found out by experience, that an article they bought could be returned and cash refunded, even if it were but a short piece of velvet or silk *that had been cut on the bias.* Simple little thing though it was, it gives the key to the whole business. It was *on the bias* from all the old store-keeping methods, and was literally soon accepted to be, as it still is, *"The New Kind of Store."*

It Was a New Kind of Store.

Because from the beginning its foundations were laid for true and loyal service to the people who traded with us.

Because every article we sold was truthfully labeled behind the counters and before the people in the advertising.

Because people actually found in the Store everything we advertised in the newspapers, and the merchandise met the statements made.

Because importunities to make sales were prohibited.

Because, from the first, the Store became a place of hospitality, giving great pleasure to visitors, and relieving them from annoyances when going out of the Store without buying.

Because the people soon became convinced that whatever they bought of us was what we said it was, and that every promise of liberty to change their minds regarding a purchase was fully performed.

Because conveniences, especially for out-of-town people, were met with the assembling of rest rooms, writing rooms, toilet rooms, postoffice and telegraph facilities, and the comforts of shopping were enhanced by picture galleries; and the atmosphere of the Store made it a place of popular resort for visitors to the city who often came without thought of buying goods.

Because the people could get so many more things in this Store than they could get anywhere in any other Store.

Because the Store soon became an everchanging exhibition of fashions and fabrics of every kind that was even more interesting than the old Franklin Institute exhibitions that used to be held in the old Pennsylvania Railroad sheds on this property.

Because the stocks of that time were more than a hundred-fold larger than had ever been seen in any one store before.

This New Kind of Store is Still on the Bias.

Because it does not deal in bankrupt stocks of unfortunate merchants, often used as masks to float off superannuated merchandise of its own.

Because it is not a "half-price," a "third-off" store, and so advertised all year and every day, with stocks of goods bearing misleading tickets marked at over-valuations after they are received, and crossed over with a lower price that is often higher than the actual value, and the price at which the goods are being sold elsewhere.

Because its full force is given to make the Store as perfect as possible and as helpful as possible every day in the year, and not by an "Arrow Day" once a month, or a "Friday Day," or a "Tuesday Day." The Store is here at its best every day—the day the people want it—of course, providing at Easter time with Easter things perhaps a month ahead, and at Christmas time a month

ahead with Christmas specialties—but the pride of the Store is that there are thousands of workers steadying it along the line, on the tracks that have been laid out—to be a good Store every hour of the day and every day of the year.

Because, if you will think about it, such a Store as this, that will not allow things to become old in it, makes lower prices for remnants and small lots at the moment that they ought to be closed out, which every day appears to customers who look for such things, and it is far better to have a store full of freshness and newness as this Store is, and as is so very well known. To pick out a few goods here and there and cut prices as a bait is, in our judgment, *not good store-keeping,* because the probability is that where the price of one thing is cut, whatever is lost on one article must be made up on something else that customers may inadvertently purchase, without knowledge that they are paying more for it because of what was "given away" in the lowering of prices on other articles to attract crowds on a full day.

(*Signed*) JOHN WANAMAKER.

December 9.

The Great-Great Thing.

I am sometimes asked to say what I consider to be the greatest thing about the Store. One and another ask:

"Is it its fortunate location, next to the City Hall and but three minutes distant from the great stations of the Pennsylvania and Reading steam roads?"

"Is it owing to the facilities of the Subway and Subway-surface lines to land in the spacious station, where all trains stop?"

"Or is it the greatness of the granite pile you have erected?"

Answering these very natural inquiries, I have to say it is not any one of the things named.

"Well, now, really, then, what is it?" is the next question.

Dear Sirs:

Be it known to you all who ask these proper questions that there are to this big House of Commerce—

Foundations Stronger Than Huge Granite Boulders.

and the first and greatest is

The Selected Merchandise.

which constitutes the real basis of its business.

For the last forty years we have been gradually becoming more and more closely related to the manufacturers of the United States and the old world, to whom we give ideas as well as knowledge of what is wanted by the largest continuous outlet they can have in the United States by any one purely retail business.

We are at some time and several times each year in all the markets of the world to see everything, but often not to buy anything, since we never buy merely because goods can be sold at a profit.

The fact is, we turn down as undesirable for our customers to buy ten times as many goods as we bring to our salesrooms. We believe that we are known generally to be what are called hard buyers. How else could be built up with the consumers such a business in the two great cities as to require a greater volume of merchandise from the manufacturers than any other retail warehouse of the United States? Were we not always demanding of manufacturers more care

in the choice of raw materials,
in the skill of workmen,
in the finish of articles,

we should never feel that we were fulfilling our duty to the people who expect of us our best.

The people of Philadelphia are not all "half-price" or "third-off" people, nor are they all after so-called "cheap" goods, which are generally dear in comparison with the better article that allows enough to pay makers for good materials and workers for honest work. In these days when quantities of fabrics and articles are reduced in quality and workmanship for special sales; in these days when it has become necessary to make private assays of jewels, jewelry and silver and to use a laboratory and chemicals to test silks, satins and other loaded materials before presenting them for sales—it must be apparent to thoughtful spenders of money that, of all things, the greatest quality of the store is its

Wisely Selected Merchandise.

But we have only turned our face toward the light, and though longer in the business than any other principal either on Market or Chestnut Street, we have just begun to move strongly toward our true destiny.

(*Signed*) JOHN WANAMAKER.

December 12.

What is Really Inside This Store.

An incredibly comprehensive high-class, refined assemblage of trustworthy merchandise, carefully fixed at the right prices of an all-the-year round business. The immensity of the stock and its many classifications into practically exclusive shops are astonishments to most people.

"The Play's the Thing"—(*Shakespeare*).

Shopping these Christmas days is not exactly a football game, but something like it. We have a field vast

and full of merchandise, ready for those who have yet to play the game. The rush moment is on, but the breadth and width of these big areas of space overcome usual delays and discomforts.

Attentiveness, civility, courtliness are here umpiring the Christmas game. There is red-hot interest all over this Store to help everybody to get ideas and have their wants well filled in the speediest way. The pageant of merchandise, in which nothing seems to be absent; the systematized working of our assistants; and the vast absorbing interest of throngs or robust, happy-hearted, seeing-and-being-seen shoppers, preparing home surprises, make all these days gala days, with the beauties of the Golden Age of Kindness, Sympathy and Love.

(*Signed*) JOHN WANAMAKER.

December 13.

The First Christmas Automobile Train from the Wanamaker Store.

To our giant three-ton automobile truck we have coupled our largest transfer van, and thus have made up the first automobile train, to expedite our suburban delivery.

We have other giant trucks that can be equipped with trailers as the Christmas rush increases.

We already have in the Wanamaker delivery service 53 automobiles and 367 horses, and for Christmas time as many more as we desire.

Our automobile fleet includes:

Giant automobile transfer trucks.
Automobile furniture trucks.
Automobiles for suburban service.

Special type automobiles for the delivery of china, glassware and housefurnishings.

Automobiles for piano delivery.

Automobiles for special service delivery.

And our automobile parcel wagons, so familiar on every street in Philadelphia.

All these machines are of different types, each especially adapted to its own service, and the fleet is the largest to be found anywhere this side of our New York Store.

Fresh, New, Desirable Goods Does It.

You see, the kinds of merchandise we have to sell are not the sleepy sort. Every day and hour great lots come in afresh, and it takes, as you see, as many automobiles and horses and wagons as would stretch from the Market Street Ferry, at the Delaware, to the West Philadelphia Pennsylvania Railroad Station; and these conveyances carry only the "sent-home" goods. Think of how many more the people themselves carry away! The piles they pull down every day have to be replenished—and there you have the fresh goods.

(*Signed*) JOHN WANAMAKER.

Colors and Trophies of the John Wanamaker Commercial Institute

BOOK SIX.

INNER LIFE OF THE STORE.

Education and Well-Being of Employes, Directed by the American University of Trade and Applied Commerce.

ONE of the ideals of the Wanamaker business has always been the education of its employes—the training of all the people in the Store "family" to greater usefulness and self-development. This educational principle was expressed as early as 1882, when definite instruction in system, salesmanship and the history, qualities and uses of merchandise was in active progress in the Store.

In 1891 the boys and girls of the Store were first organized for educational purposes. In 1898, speaking at its commencement exercises, Mr. Wanamaker bestowed upon the organization the title "John Wanamaker Commercial Institute." The courses of the Institute are those of a high-grade "business college," with strong additional features of physical training, military drill, instrumental and vocal music.

By natural evolution came the American University of Trade and Applied Commerce, chartered by the Courts of Philadelphia in 1908, an integral part of the John Wanamaker Store organization, "formed to perpetuate the schools of business instruction of the John Wanamaker Commercial Institute, and to enlarge their scope in order to enable the students, while earning a livelihood, to obtain by text-books, lectures, and by the schools

of daily opportunity, such a practical and technical education in the arts and sciences of commerce and trade that they may be better equipped to fill honorable positions in life and thereby increase personal earning power."*

Here is the Wanamaker Business teaching its employes as a student body, first, through the actual practice of the business in public service as a gatherer and distributor of merchandise; second, through prescribed courses of training, study and reading, which are: (a) technical to the greatly varied and comprehensive branches of the business; (b) collateral to such technical subjects; (c) liberal; (d) economic; (e) physical; (f) ethical.

The University has as its fundamental purposes, first, constant growth by the Wanamaker business in competency, breadth, true economy and helpfulness of public service; second, to lead its members, by educational means, into the higher standards of commercial intelligence and productiveness, and of physical, intellectual and ethical living, which are intrinsically possible to them. It aims to create conditions under which the student-employe will, as a plain matter of course, include in his business duties those studies and practices necessary to his continuous and best development in bodily and mental powers; in the knowledge and skill of his calling; in subjects related to his calling which are necessary to broadening insight and advancing business achievement; in subjects of liberal and moral culture tending to develop the man and the citizen.

The welfare of people and State requires systematic, compulsory education of children. But the child reaching legal age for employment, and the adult entering commercial and industrial life, find themselves under no definite guidance or compelling force to continue those

*Quotation from the Charter.

efforts necessary to further educational development. The accidents of calling, environment and natural disposition determine further progress. Therefore, the employer, individual or corporate, must also be the schoolmaster, and employment should include in its opportunities and obligations the educational element made compulsory and accepted as an essential matter of course.

The instruction should include physical courses and practices productive of health, energy, physical and mental capacity; the science and technique of the "job" or position actually held, developing skill, exactness, highest normal productiveness; training, investigation, study, reading, which supplement the proper work of a calling, bringing insight and growth; the broader subjects entering into liberal culture and ethics, because, with physical, mental, occupational and liberal training, human welfare requires also depth of moral character.

Economic training also enters into the course of instruction, for one of the principles of this institution is that the broader life and earning power of the student-employe must involve study and practice in thrift—in the wisest methods of personal financing and the most judicious use of time.

Every member of the business organization of John Wanamaker, New York or Philadelphia, is, by virtue of such membership, a student of this University. The hundreds who are actively connected with it are in three classes: Student-employes pursuing the prescribed courses of study necessary for the graduate's diploma, graduate students doing advanced work, and honor members.

The criteria of success in these educational efforts on the part of the Store are:

The greater public usefulness and perfection of service of the Wanamaker business.

The vigor, efficiency, prosperity and nobility of character of the Wanamaker business family.

The application of the principle of education in business life must bring such far-reaching results as these:

True Public Service.—In the things that constitute environments and utilities, the true public servant is he who so meets existing wants that public demand and choice constantly rise in quality and breadth. Demand creates supply, but much more truly should supply be the creator of nobler choice in demand. In this high sense, and through realization of its purposes and work, is the American University of Trade and Applied Commerce becoming more and more the True Public Servant.

Liberal Education.—The American University of Trade and Applied Commerce maintains that education should be a lifelong process springing naturally from and entering effectively into the basic economic activities of each individual life. Education growing out of and surrounding a business career may be made as broad, varied, cultural and uplifting as any education known to humanity.

Elimination of Occupational Tragedies.—The pitifully many instances among human workers in which growth and earning power reach their height, stop, and fall back; all while years and bodily strength still remain in rich store—these are occupational tragedies, which with training that will rightly fit, and education that will start permanent growth upward, must eventually disappear from the ranks of student-employes.

Human Prosperity.—Through growing economy in the doing of the world's work, and larger productive power in the world's workers, highest to lowest, gained through truer education and training. Foster intelligence, skill, diligence; provoke a realization that waste, through bodily or mental unfitness, unskill, ineffective or extravagant

methods loss of time, unfaithfulness dishonesty, improvidence, unthrift in big finance or little, simply improverish the individual and the whole human family; broaden knowledge, thought and action, both economic and ethical—this is the way toward prosperity.

COURSES OF STUDY.

The John Wanamaker Commercial Institute, preparatory to the University, gives courses to the boys and girls of the Store in common school subjects, commercial school subjects, elocution, French, ethics, business requirements, physical training and health development, and vocal and instrumental music, including ensemble singing and orchestra practice. A reading course is prescribed.

Undergraduate work in the University comprises salesmanship, the elements of business, health and physical culture, hygiene, psychology and ethics, the study of products, business management, manual training, decoration, commercial science, French, economics, physics, chemistry, history of art, English history, philosophy, logic, English language and literature, German language and literature, public speaking, nature study and such manual trades as the following:

Printing.
Picture Framing.
Art Embroidery.
Lace and Glove Mending.
Millinery.
Cooking and Baking.
Candy Making.
Shoe Repairing.
Dressmaking and Tailoring for Men and Women.

Making and Repairing of

Jewelry.
Furniture.
Upholstery.
Pianos.
Carpets.
Bedding.
Corsets.
Fur Garments.

Making of

Men's Shirts.
Shirtwaists.
Women's Neckwear.

Optical Work.
Telephone, Telegraph, and Wireless Operating.
General Repair Work.
All the mechanic trades required in operating and maintaining a great commercial building.
Delivery Service—the handling of horses and automobiles.

UNIVERSITY DEPARTMENTS.

THE WOMEN'S LEAGUE is an association of the women employes of the Philadelphia Store, which conducts many classes in handwork, languages, literature, domestic science, physical culture and dancing.

THE LOOKING FORWARD CLUB is the association of the women of the New York Store, corresponding to the "Women's League." Its well-equipped club house, at Fourth Avenue and Tenth Street, connected by tunnel with the Store, has lunch and rest rooms, bath rooms (with tub), library, rooms for sewing and cooking and other classes, and recreation room.

Another special department of the American University is THE WANAMAKER BUSINESS CLUB, composed of men and women in authority, the official staff of the business, meeting once a month for the discussion of business topics, to hear speakers from without, and to promote friendly coöperation.

THE MUSICAL DEPARTMENT of the University comprises the following organizations:

John Wanamaker Chorus.
John Wanamaker Male Chorus.
John Wanamaker Junior Chorus.
John Wanamaker Orchestra.
J. W. C. I. Military Band.
J. W. C. I. Junior Boys' Military Band.
J. W. C. I. Girls' Bugle and Drum Corps.
J. W. C. I. Boys' Bugle and Drum Corps.

THE DEPARTMENT OF PHYSICAL TRAINING.—Physical training is much emphasized among the employes. The John Wanamaker Commercial Institute offers systematic and thorough military, athletic and physical culture courses to the younger employes. The two J. W. C. I. cadet regiments, Philadelphia and New York, number nearly 750, and have their own military band and bugle and drum corps. The drills in setting up, marching and manual of arms are according to United States Army regulation. The summer camp of two weeks, at Island Heights, New Jersey, is under military regulation, while swimming and field athletics are strong features of the camp life.

Throughout the year, on the great drill floors in the Store buildings, on their athletic fields, or in camp, this incentive to bodily development and pride of physique continues.

Physical measurements are taken, records kept and comparisons made. Prescriptions for corrective work are given. The gymnasium is provided with facilities for track work, and with such apparatus as parallel bars, jumping stands, mats, etc. The track is of sixteen laps to the mile. Results are seen in marked degree in the health, energy and carriage of the store boys and young men.

With some modifications (such as omission of muskets and less comprehensive marching drills), similar courses are followed in the girls' branch of the J. W. C. I. Wand, dumb-bell, Indian club drills, swimming, basket-ball, running, etc. The J. W. C. I. girls, in the two cities, number about 350.

THE MEADOWBROOK CLUB is the athletic association of the adult employes of the Philadelphia Store. The Meadowbrook-J. W. C. I. athletic field is at Twenty-third and Market Streets, on the bank of the Schuylkill River and within easy walking distance of the Store.

THE MILLROSE CLUB is the athletic association of the

adult employes of John Wanamaker New York, and does similar work. The Millrose Club House and athletic field are at Bath Beach, Gravesend Bay, near Coney Island. The club house is a large, old Colonial mansion, suitably remodeled. The extensive grounds reach the bay and include their own bathing beach. Every facility for sports is at hand.

THE MEDICAL DEPARTMENT does work of the utmost importance, handling, in addition to its general medical and surgical practice, questions of sanitation, ventilation, instruction and general hygiene for all employes. The medical director gives his entire time to the work of his department. He has four physicians and four nurses under him.

The equipment for this work includes a waiting room, with a capacity of from fifteen to twenty people. The main working office has all the appliances seen in a hospital dispensary—examining table, weighing scales, glass-covered tables, glass-covered dressing table, running water, etc. A complete outfit for all minor surgical diseases, fractures, injuries, accidents, and all emergency work, is provided; a complete outfit of drugs, in tablet form for the most part, which are dispensed in small, collapsible boxes.

A consulting room, which can also be used as a working office, and a laboratory complete this equipment.

A physician, assistant to the medical director, has entire charge of nose, throat and ear cases. During the winter months, particularly when a large number of diseases of the respiratory tract are presenting themselves, the local treatment afforded is of great value. Cases needing operation are referred to the hospital clinics.

The medical staff includes also a dentist and a fully equipped dental office. The dentist examines and treats the teeth of this large store family, particularly the young. An especially close watch is kept upon the mouth

condition of the younger members of the Store force. Each young girl or boy has a dental inspection when they first apply for work. Those with bad mouth conditions are not accepted until such conditions are remedied. Besides the actual dental work done—examinations, cleaning and extracting, the treatment of pain, abscess, etc., resulting from dental caries, and the treatment of infections of the gums and tooth sockets—the treatment is mainly prophylactic, and is of great advantage to the employes.

The main hospital room for women is in charge of a nurse on constant duty. It is a large room, containing six beds and several reclining chairs, and has an adjoining toilet room. It is equipped with necessary appliances and simple remedies which can be used by the nurse. A smaller room, with two beds, is for the men.

These rooms are used for patients referred from the physician's office, and for all emergency cases. Many come with ailments trivial in character, but sufficient to interfere with their Store duties. A few attentions by the nurse, a short rest in bed, a hot-water bag or an ice cap, a simple remedy, a short relief from the general swirl, is sufficient to send them to their work entirely refreshed. These cases are seen only by the nurse, unless, in her judgment, the advice of the physician is necessary. Naturally, in such a body of people there are numerous cases of eye strain; for these, proper eye examinations are provided.

Many of the city hospitals are used by the medical department when operations or bed treatments are required, taking the patients directly from the Store or from their homes.

Instruction in personal hygiene is undertaken among the employes through lectures, talks, letters and health bulletins. The lectures have been confined to the young men and women, boys and girls. Some talks to small groups of adults

have been given, and a health letter on personal hygiene placed in the hands of each one. A "Hot Weather Bulletin," in regard to the use of ice water, diet, clothing, etc., is another means of instruction. Placards regarding expectoration are constantly before the eyes of the people in the factories, stock rooms, etc.

A physical examination of applicants for employment is regularly made, as a matter of justice to themselves and protection to others, to ascertain whether they are physically fit for indoor work, and to exclude the possibility of their being a source of contagion.

The work of the medical department creates in the minds of the employes a sense of security; a confidence that they are working under the best possible conditions; that their physical welfare is being provided for; that in case of accident or sickness, immediate attention will be provided. A happier, more contented, healthier, saner body of workers, of higher individual earning power, is the result.

Certain features of the new Store—features of construction as well as of appointment—are designed specifically for the welfare of both patrons and employes.

SAFEGUARDS FROM FIRE.—The Store building is divided into three sections by two fire walls, running from Thirteenth Street to Juniper Street. On both sides of these fire walls are the elevator shafts, concealing them. The openings in these fire walls contain double fire doors which, in case of fire, close automatically.

There are four tower fire escapes, built within solid brick walls, and smokeproof as well as fireproof. They are located in the fire walls, with openings into them from each side. Each encloses two separate stairways. In addition there are four wide stairways leading from the sub-basement and basement directly to the street.

In addition, six steel and marble stairways connect all floors; there are 204 fire-hose stations; a sprinkling sys-

tem; numerous stations for other fire apparatus, and a regularly drilled employes' fire-fighting corps in each store division; regular fire drills by which, on signal by whistle, employes form and march into the tower fire escapes. A fire marshal is constantly on duty, supervising these matters and keeping all provisions for safety up to the standard.

VENTILATION AND HEATING.—The basement and sub-basement are heated and ventilated by a fan system. The air is admitted and passed through an air wash, which removes all suspended matter and dust, and then passes through the heating coils, where it is warmed, after which it passes through the fans and into the building. The foul air at the same time is drawn out of the basement by means of exhaust fans. This keeps the air in constant circulation; in fact, the air is completely changed every six minutes, affording pure and wholesome air all the time. In the summer the same process is gone through, except for the heating. The upper floors of the building are heated by direct radiation.

The construction of the building, with the light shaft in the center, together with high ceilings and high and wide windows, permits a free and natural ventilation above these floors.

ALL DRINKING WATER is filtered, chilled and circulated through the Store to the extent of about a thousand gallons per hour. The drinking fountains are all on the line to the tank, thus insuring cold water at every fountain.

THE SANITARY SYSTEM consists in maintaining an adequate number of hygienically clean toilet rooms, a supply of filtered water (cooled for drinking purposes), a splendid ventilating system, modern methods of cleaning and dusting the store, and instruction of the employes in the observance of hygienic rules.

THE ELEVATORS are of a peculiarly safe character and construction. There are sixty-eight of the "plunger" type, direct hydraulic. This means that the plunger

piston travels through a hole drilled through the solid rock directly under the elevator to a depth corresponding with the height that the elevator travels. The plunger in each instance rests upon a cushion of water which, in its descent, it displaces, hence cannot fall. When the car goes up it is pushed up by a water pressure of one hundred and fifty pounds per square inch.

In the John Wanamaker New York Store the same principles of safety, protection, sanitation and comfort have been applied which are followed in the Philadelphia Store.

WORKING HOURS have been shortened as much as is compatible with good public service. For the Philadelphia Store the hours in the summer months are from 8 A. M. to 5 P. M., except Saturdays, when the closing time is at 1 P. M. For the short period from Thanksgiving Day until Christmas, exclusive, the closing hour is 6 P. M. For the remainder of the year it is 5.30 o'clock.

The New York Store opens at 8.30 A. M. During the summer the closing hour is regularly 5, and Saturdays 12 o'clock; at other periods of the year 5.30 and 6, according to season.

EMPLOYES' LUNCHEON.—Substantial, nourishing and palatable food, from a great, sanitary kitchen, is served in a vast, airy dining room, where the surroundings are attractive and inviting. The employes may bring their own lunch and supplement it with hot coffee, soup, etc., or may choose a luncheon at nominal prices for each article; the daily "table d'hôte" luncheon, tasty and sufficient, is served for ten cents. Surrounding the dining room are rest and reading and recreation rooms for employes.

VACATIONS.—During the summer a two weeks' vacation with pay is allowed each employe who has served a full calendar year; and eight days to each one who has but newly entered the service previous to the first of the current year.

APPENDIX.

Brief Chronological Review of the Business, with Special Reference to the Erection of the New Building in Philadelphia.

JOHN WANAMAKER'S business life began in 1861, as a young partner in the firm of Wanamaker & Brown, the clothing store at Sixth and Market Streets —being known as Oak Hall. After fifteen years there he was eager for a larger and more ambitious store. Already his fresh and original business methods had established in retail merchandising such unfamiliar elements as system, one price, trustworthy statements as to goods sold, consistently moderate prices, and the return of goods for cash. It was therefore no small event in Philadelphia when the "Grand Depot" was opened on May 6, 1876, at Market Street and Thirteenth.

This date was almost simultaneous with the opening of the Centennial Exposition, and both visitors and Philadelphians that summer found much to marvel at in the new store. Not only was it bigger than they were used to—it was different. Indeed, it was so different that its competitors believed—and many of its friends feared—that it could not succeed. The principles on which it was built have been stated in the editorials found in the preceding chapter. They were heresy in trade circles, but it did not take long to prove that the Public—and it was for the Public that the store was run —supported them. Early in the next year the "New Kind of Store" made its real beginning. Remodeling and enlarging opened possibilities of new departments.

Various innovations were gradually introduced, relating to the handling and disposal of stocks, and during the next few years these were adopted by many Philadelphia stores which earlier had opposed them.

> Few developments of the latter portion of the present century are more remarkable than the change which has come over the methods by which the products of mill and factory are placed in the hands of the consumer. The method of conducting a retail business has been revolutionized, and the retail merchant—the storekeeper of today—has no more affinity with his forbear of forty years ago than the incandescent bulb has with the tallow "dip." The credit for orginating and first adopting many of the modern methods of retailing is claimed—and justly, we believe it will be generally admitted—by John Wanamaker.
>
> From "The Dry Goods Economist" for November, 1899.

The growing store spread gradually into larger quarters, until by 1883—when it was coming to be called "Wanamaker's"—it had acquired all of the ground now occupied: between Chestnut and Market, and Thirteenth and Juniper. The floor space in the building was eight acres, and so rapidly were its various parts being enlarged that in less than ten years it covered sixteen acres. Its selling force also increased, passing the 5,000 mark in 1888.

By the middle nineties it was evident that the business would soon require an entirely new building with far greater space and increased facilities. To quote an editorial in October, 1895:

> "That we need a larger and better building than this strong old patchwork structure is quite true, but we do not know how to get it while the flocks of people are coming and going from morning to night. Since last spring we have expended in improvements over $64,000, which is in itself enough to build a good-sized dry goods store."

One notable indication of the growth and prosperity of the business was the acquiring of the A. T. Stewart Store in New York in 1896—now the New York Wanamaker Store.

In an editorial retrospect occasioned by the Silver Anniversary of The New Kind of Store, in March, 1901, we find this:

> "What we have done is not nearly so well done as we intended, nor done so well as we hope and believe it will be. Be it remembered, however, that certain well-considered principles and ideas, set in operation here since 1876, have been well proven to be of successful application to general business. And further, we have become a Chart and Compass to thousands of business men in regulating the helm of conduct of business affairs."

And a little later:

> "It must be apparent that whatever good may have come to individuals who have profited through large businesses of store-keeping, it is altogether insignificant when compared with the good brought to the people as a whole."

The first step toward the new building was taken on February 22, 1902, when the first spadeful of earth was turned to make room for the foundations. The following dates are milestones in its progress:

July 11, 1904. The first steel pillar was set in place, guided by the Founder's right hand.

1905. The first section was completed, and work on the second was begun.

March 12, 1906. The first section (the corner of Market and Thirteenth) was formally opened, the occasion being celebrated by a gathering of the Store family, whose members were addressed by Mr. Wanamaker. His speech was an inspiring statement of the vital significance and high endeavors of the business they served, a reminder that "there is something greater than a fourteen-story granite building."

September 14, 1908. Beginning of the demolition of the old store along Chestnut Street.

February 8, 1909. The first steel pillar of the south

wing—along Chestnut Street—was guided into place by Mr. Wanamaker.

June 12, 1909. Cornerstone laid, in the presence of a large and distinguished assemblage, including officials of the National, State and City governments, members of the Board of Trade and Commercial Exchange, and prominent merchants and citizens.

June 11, 1910. Completion Day, on which the capstone was set, with appropriate ceremonies. On the capstone was carved the "slogan" of the Store:

> Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy, and Mutuality.

November 14, 1910. The opening of the whole Chestnut Street front of the Store.

December, 1911. The Store completed in all its sections and ready for the ceremonies of dedication on December 30, the last business day of the fiftieth year of Mr. Wanamaker's business life.

The erection of the New House of Business was full of interesting problems all along the way—the greatest being hinted at in the editorial of 1895, and analyzed thus in the first volume of the Golden Book:

> "The difficulties of construction entailed in the erection of this mammoth building were many—one of the most obvious being the necessity of continuing the business of the Store while building a new Store on the same site. It was decided that excavations be begun under that portion of the old building least suitable for merchandising. This section covered about 27 per cent. of the whole area. The work was done very carefully; heavy yellow pine posts and girders being used and the excavations being made to the full depth

of the proposed new structure, building at the same time the concrete retaining walls. Then the foundations for the new columns were put in place, so that the sub-structure for the new building was completely ready before the old superstructure was torn down. This work was completed in about nine months . . . . without a single mishap.

"This first section of the old building was then demolished, and the erection of the steel columns for the first new section was actually begun, and this section was entirely completed and ready for occupancy before any remaining portions of the old building were demolished. The two new sections which followed were built in the same way, except that the excavation under the last of the two old sections was not done until after these sections had been demolished."

An excellent general idea of the final character of the building is given also in the earlier volume, and runs as follows—considerably abridged:

"Architectural fascination and inspiration make the appeal of the new Wanamaker building to the architect, the engineer and the eye of the multitude. It is a collection of efficiency units, all converging to one meeting-place, determined fifty years ago as a possibility in the mind of the Founder, then woven into the fabric of a dream, and today a concrete demonstration of original thought.

"This Philadelphia Store, the largest building in the world devoted to retail merchandising, occupies an entire city block in the heart of Philadelphia, next to City Hall, which it overtops and actually dwarfs. It covers an area 250 feet wide and 480 feet long, and rises 247 feet above the sidewalk. It is twelve stories in height above ground and three stories extend below. The total floor area is nearly 45 acres, almost two million square feet.

"The architecture is Roman Doric. The en-

trances—splendid and spacious—are midway of the building on all four sides. Two imposing columns dignify each entrance, the capitals bearing up the cornice of the second floor. Twelve stories of gray granite, fronting on four thoroughfares . . . . loom large as the master building of the city.

"The exterior walls are of Maine granite, the interior construction of steel and concrete. Two firewalls divide the building into three sections, and the openings are equipped with automatic fire-doors. Further provision for fire emergencies is made in the generous number of elevators, exits, stairways, and fire-escapes, and the peculiarly safe type of each.

"A highly-perfected ventilating system insures a constant supply of clean, fresh air throughout the building, and the removal of foul air. Power and light are furnished from the Wanamaker Power Plant in Ludlow Street, near Thirteenth, not far from the Store, and this includes also a refrigerating plant.

"The crowning glory of the building is the Grand Court in its very center—a court 112 feet long and 66 feet wide. The architecture here is Ionic and Corinthian. The dome rises to a height of one hundred and fifty feet from a stylobate of Italian and Greek marble arches that are the full height of the Main Floor. From this stylobate classic Corinthian and Ionic columns rise toward the dome-capped cornice, the whole surmounted by a series of groined arches surrounding the skylight. The floor of the Court is paved with gray Tennessee marble. . . . The entire Court gives forth an atmosphere of spaciousness and uplift—the white and green marbles, the sweep of arch, the aspiring columns, the far-off dome."

The south end contains a gallery, above which is the organ loft with its mammoth organ—the largest in the world; and at the north end, six stories above the Main Floor, is the gallery containing the Echo Organ.

Inauguration of the U. S. Parcel Post Service in Philadelphia,
January 1, 1913

ADDENDUM

Store's Introduction of the Parcel Post, 1913.

Yet one more achievement must be chronicled in connection with the work of John Wanamaker—the establishment of the United States Parcel Post service, such as he proposed when he was Postmaster-General, from 1889 to 1893. It was one of several forward steps which he then urged; many of these, such as rural free delivery and the use of pneumatic tubes in city mail delivery, have since been adopted. By the Act of August 24, 1912, the Government authorized a nationwide Parcel Post, to go into operation January 1, 1913. And the first official Parcel Post Stations in any New York or Philadelphia stores were those opened in the Wanamaker Stores on January 2.

Mr. Wanamaker's interest and instrumentality in securing the Parcel Post were recognized in the ceremony with which the new service was inaugurated in Philadelphia, at a reception held by Postmaster Smith in the Federal Building on the night of December 31, 1912, as the New Year came in. Here Mr. Wanamaker addressed a distinguished assemblage of officials high in public life, judges, members of Congress, city officers and representative business men, and himself opened the service by mailing to President Taft the first parcel sent through the Philadelphia Post Office. The privilege was accorded him by the following special invitation from Postmaster Smith:

December 23d, 1912.

Hon. John Wanamaker,
Philadelphia, Pa.

My Dear Mr. Wanamaker:—As the time draws near to the date upon which the entire country will witness the inaugural of the Parcel Post System, I am thinking more and more of the desirability of having some special feature connected with its commencement here that will impress itself upon and eventually become part of the history of the

experience of the Philadelphia office, and I can conceive of nothing more appropriate than that you, who have for so long a period of time, and especially during your administration of the postal affairs of our Government, advocated such system, should be the first to avail yourself of its facilities. May I suggest, in view of your very close friendship for our Honorable President, that it will please me very much if you can see your way clear to be our first original patron on the morning of January first with a parcel addressed to Hon. William Howard Taft, President of the United States, Washington, D. C.?

Very sincerely yours,
(Signed) THOMAS B. SMITH,
Postmaster.

To which Mr. Wanamaker replied:

DECEMBER 26TH, 1912.

MR. THOMAS B. SMITH,
Postmaster, 9th and Chestnut Streets,
Philadelphia, Pa.

My Dear Mr. Smith:—It gives me great pleasure to acknowledge your esteemed letter of the 23d of December. I thank you for the thoughtful courtesy of a New Year's present that you offer me as the Postmaster of Philadelphia, and for the graceful way that you have presented it.

There are many things in one's lifetime that a man interests himself in that have worn away by the footsteps of time, but I am glad to be able truthfully to say that I have never lost the interest in postal affairs, to which I devoted four years of strenuous labor, nor have I lost the sense of comradeship with the men in the postal service.

It will give me great pleasure to join you in sending at the first moment possible under the new Law the first parcel from the Philadelphia Post Office to the Presidential Mansion, at the Capitol, to my old friend, the distinguished Honorable William H. Taft, President of the United States.

Very sincerely yours,
(Signed) JOHN WANAMAKER.

The address by Mr. Wanamaker was as follows:

"It is by the gracious courtesy of the Postmaster of the city of Philadelphia, Thomas B. Smith, that we are sharers with him in the inauguration of the American Parcel Post, an event of national and historic importance. I appreciate highly the privilege accorded to me tonight to speak to my fellow-citizens as the guests of the Postmaster.

"We stand together, as the old year breathes its last, upon a moving platform that carries forward the postal affairs of the nation. Far too much credit has been given to me for the part it was my duty and pleasure to take in this work years ago. Some of the measures I worked upon from 1889 to 1893 have come into operation, thanks to the splendid work of Postmaster-General Meyer, now Secretary of the Navy. But for the masterful work of Postmaster-General Hitchcock we would not be here tonight, with the honorable Postmaster of the city, to assist in the establishing of the Parcel Post as the twin sister of the postal savings bank, both resulting from the Postmaster-General's great work under the Taft administration. Honor to whom honor is due.

"The probable labors of Postmaster Smith incident to the introduction and operation of this single branch of the postal service, the Parcel Post, will exceed the entire work of his illustrious predecessor, Benjamin Franklin, in whose shoes he stands tonight, in the same city, as the servant of the Government.

"On January 1, 1863, in the White House at Washington, Abraham Lincoln, President of the United States, signed the proclamation of emancipation that gave freedom to 4,000,000 slaves.

"On January 1, 1913, under Postmaster-General Hitchcock's proclamation, 100,000,000 of the people of the United States are emancipated from the bondage of the express corporations.

"All human issues require fidelity to work them out. The people are bound to have their day in court some time. The struggle of humanity never ceases, and it is always upward, though some of the roads are long and steep.

"I have been on the Parcel Post turnpike since 1889, when I made an earnest and urgent argument for it and other postal service in my first annual report to President Harrison.

"The cost of living and the prices of many things would not have been as high the last twenty years if Parcel Post, postal savings and cheapened telegraph service had been granted to the people when other nations had proved them and were successfully operating them.

"This midnight hour will ring out over every hill and valley to all the people of this broad land chimes of gladness for the nation's New Year gift of 1913.

"It is a new star of hope in the sky, though the present measure of the new Parcel Post is but a fair half of what it will be when enlarged and amended by future legislation when better understood.

"It makes a good beginning to give to the poor and rich alike an equitable service beyond monopolizing control. Nor can it ever become possible for a trust to take it over, or a court, high or low, to undo it.

"The possibilities of the postal system to settle up the sparsely populated sections of the country, compel construction of roads for mail deliveries, and contribute to the content and prosperity of the nation by mail services, are beyond any arithmetical calculation, especially when compared to the value of warships to this nation.

"Now that progress is manifest in the post office department, now under civil service in almost all divisions, why not divest it entirely of politics and give it a fair chance under simple, well-tried business principles, and let the postage stamp and postal distributers be the people's common carriers throughout the new million of miles to be reached by the act creating the Parcel Post?

"There were five postal things concluded under President Harrison's administration:

"Anti-lottery act.

"American shipping act, adding four great steamers as naval vessels under the American flag.

"International post offices, assorting mail on the ocean ships.

"City tubular post routes.

"Rural free delivery.

"The next administration can possibly double the benefits of the post office service. Two things it surely can do: Give us one-cent postage, and—of still greater value to the business and social world—a postal telegraph service further-reaching, quicker and cheaper.

"With a Congress at the President's command, let the call of the common people be heard: Give us postal telegraph next.

THE WHITE HOUSE
WASHINGTON

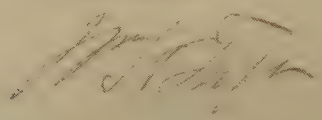
January 2, 1913

My dear Mr. Wanamaker:

I am greatly touched by your beautiful memorial of the beginning of the parcel post, in which you have taken so great an interest ever since we were members of General Harrison's administration. I shall cherish the interesting gift which you have sent me as one of the pleasantest remembrances of my public life.

With best wishes for the New Year, believe me,

Sincerely yours,



Hon. John Wanamaker,
Philadelphia, Pennsylvania.

President Taft's Letter of Thanks to Mr. Wanamaker

"The nation was chained twenty years to the express companies. Let us not be chained for twenty years more to the telegraph corporations!"

The reception was held in the room of the Circuit Court of Appeals, where on a table lay Mr. Wanamaker's gift to the President—a handsome case containing a set of fifty-eight enameled gold spoons—the only set of its kind in existence. The shield-shaped leather case bore the grand Seal of the United States, and below this a silver plate engraved with a presentation inscription in Mr. Wanamaker's writing. The exquisitely designed spoons represented the States of the Union and our insular possessions, that representing the District of Columbia being larger than the others. The handle of each spoon was formed by the American eagle in relief under the national motto, and against its breast was the national shield in colors; below the eagle was enameled the name of the State represented. The bowl showed the State Seal and motto enameled in colors. This unique gift was peculiarly appropriate to the occasion, representing every part of the country through which the new Parcel Post operates, and its shipment set in motion the machinery of the Parcel Post in Philadelphia.

As the striking of twelve brought in the New Year, Mr. Wanamaker addressed the parcel containing the case, and wrote on it—as required by the law—his name and address as sender: "John Wanamaker, 2032 Walnut Street."

It was then weighed, and stamps and an insurance tag were affixed. Then Postmaster Smith dropped the parcel into the waiting mailbag, and it was taken out to the West Philadelphia station of the Pennsylvania Railroad, by Parcel Post delivery motor car, to meet the express for Washington, so that the President might receive it early on New Year's morning.

At the same hour of midnight Mr. Rodman Wanamaker mailed in the New York City Post Office a parcel from Mr. John Wanamaker to Postmaster-General Hitchcock, containing a silver vase commemorating the opening of the service in New York. The vase bears this inscription:

To the Honorable Frank H. Hitchcock,
Postmaster-General of the United States,
during whose administration the
American Parcel Post
was established.
This being the first parcel mailed at
the moment of its inauguration,
12 o'clock midnight,
January First, Nineteen thirteen,
at the City of New York,
by
Edward M. Morgan, Postmaster,
from
John Wanamaker,
Postmaster-General of the United States,
1889 to 1893.

The announcement of the opening of the official Parcel Post stations in the Wanamaker Stores was made thus, in the advertisement of January 1, 1913:

> It gives us great pleasure to announce that the United States Government has established official Parcel Post stations in the the Wanamaker Stores.
>
> These Wanamaker stations will, of course, do everything that any other official Parcel Post station can do, selling special Parcel Post stamps, receiving articles to be mailed by Parcel Post and giving full and official information on all subjects concerning the new service.
>
> They will be a great convenience to the public because of their central locations, and we shall be glad to have them used freely by the tens of thousands of people who visit the Stores every day.
>
> But the new Parcel Post is a country-wide service. It is not for any one section or community. It belongs to the American people, wherever they may live.

To co-operate with the Government in this universal extension of the Parcel Post, we inaugurate, beginning January 2, 1913, the Wanamaker Free Delivery by United States Parcel Post, supplementing the Stores' regular wagon delivery.

To make this free delivery equitable to all, and to give to no one an advantage over another, we have followed the Government plan, dividing the country into eight zones, regulating acording to these zones and the weight of parcel the amount of purchase on which delivery charges will be prepaid. Parcels weighing four ounces or less will be delivered free anywhere in the United States when the purchase is $1 or more.

INDEX.

A

Accounts, John Wanamaker's first book of, 113.
Address, Dedicatory, by President W. H. Taft, 3-6; other principal addresses: by Governor J. K. Tener, 16; by Architect D. H. Burnham, 17-19; by Joseph H. Appel, 109-113; 122-130; by P. F. Murphy, 76-78; by Hon. G. B. Cortelyou, 78-82; by J. F. Daniell, 82-83; by R. C. Ogden, 96-97; by Hon. Oscar Straus, 99-100; by Job E. Hedges, 101-102; by A. Barton Hepburn, 98-99; by John Wanamaker, Dedication address, 21-31; on receiving Loving Cup, 84-95; to his employes, 108-109; 113-117; 130-133; at Surprise Breakfast, 162-165.
Advertising, best medium of, 136.
Aeroplanes, 184.
Aero line, 183.
Agassiz, Louis, 110.
"Aida," March from, 10.
"All wool," the rule for men's clothing, 143.
American benevolence, 101.
American people obedient to law, 139.
American Press represented on Jubilee Night, 125.
American University of Trade and Applied Commerce, 135, 202; its charter, 213-214; its purpose and results, 215-216; its courses of study, 217-218; its graduates, pupils and teachers, 200; its departments, 218-220.
Anniversary, fiftieth, of the Wanamaker business, celebrated, 107, 188; recalled, 123; concert, 188.
Appel, Joseph H., represents the New York House at the Dedication, 20; speaks at the Anniversary Breakfast, 109-113; his address on Jubilee Night, 122-130; presents a "New Store Mascot," 143.
Architecture of the Wanamaker Store in Philadelphia, 18-19, 205; its difficulties and problems, 228-229.
Army of employes, 122.
Athletics and their lesson, 141-142.
"Auld Lang Syne," 108.
Automobile fleet, trucks and train, 211.

B

Baer, George F., 161; speaks at Dedication Day Breakfast, 166.
Banquet Salon, French, 176.
Basis of the Wanamaker business, 209.
Bell, Alexander Graham, 145.
Bethany Church and Sunday-School, 155.
Big Business, 37-41.
Birthplace, John Wanamaker's, 123-124, 132-133.

Black Prince at Crecy, 122.
Blankenburg, Hon. Rudolph, Mayor of Philadelphia, 12, 13, 17, 71; presides at the Wanamaker Store Dedication, 18; introduces Mr. Wanamaker, 23-24; introduces President Taft, 33.
Boards of Trade and Chambers of Commerce, 89; international, visit Philadelphia, 159-160.
"Book News Monthly," 136.
Brewer, Franklin N., 112, 128; speaks at the Anniversary Breakfast, 109.
Brooks, Phillips, 147.
Brumbaugh, Dr. Martin G., sends congratulatory message, 186-187.
Buildings embody ideas, 23.
"*Bulletin*," see "*Evening Bulletin*."
Bunting, Josiah, 116, 128, 151.
Burnham, Daniel H., Chicago, Architect of the New Wanamaker Store, 11, 12, 164; makes address at the Dedication, 17-19; delivers the golden key to Mr. Wanamaker and receives tribute, 19-20; at the Surprise Breakfast, 162.
Burroughs, John, 113.
Business a proper study for statesmen, 24; its conditions endangered, 29; axioms of today, 44; a science demanding thorough knowledge, 87; is not an end, but a means, 97; competition in, 99.
Business Club, 218.
"Buyer cannot err," 43.

C

Capstone of New Wanamaker Store, 228.
Carnegie, Andrew, 69, 100.
Carson, Rev. John F., D.D., 12; his dedicatory prayer, 32.
Centennial Exhibition, 145; Board of Finance, 167.
Chevalier Officier of the Legion of Honor, 165.
Childs, George W., editor, 125, 154.
Chinese proverb, "Time unlocks all doors," 201.
Christmas Headquarters, 177-180.
Chronological review of the rise of the Wanamaker Store, 225-226.
Chrysanthemums, their significance, 118-119.
City debts increase taxation, 91.
City Hall, Philadelphia, 23, 156.
City Troop, Philadelphia, 13, 14.
Coeur, Jacques, French merchant and king's treasurer, 18.
Completion Day, June 11, 1910, 228.
Commerce, the life-blood of the nation, 87; world-wide, 30.
Confidence essential to business prosperity, 28.
Contrasts in methods of business, 140.
Cooper, Peter, 100, 124, 154.
Coöperation of labor with free competition, 26.
Corner-stone of New Wanamaker Store laid, 156, 157, 228.
Coronation of King George V. and Queen Mary, 158; pictures of ceremonies, 194-195; Coronation day celebrated in Wanamaker Store, 193-195; costume displayed, 195.
Coronation Red Room, 175.
Cortelyou, Hon. George B., 48, 78, 89, 103; his speech at the Merchants' Testimonial Luncheon. 78-82.
Costume Salons show fashions of 1861 to 1911, 185; latest Paris fashion, 195.
Crystal Palace, London, 158.
Crystal Tea Room in New Wanamaker Building, 159, 161, 174-177.
Cut-price policy, 208.

D

Daniell, John, Jr., 75, 76, 103.
Daniell, John F., 82-83, 103.
Darlington, Right Rev. James H., 12, 32.
Days in honor of great nations observed, 188; special days for buying rejected, 207.

Dedication Day, 1-36, 228.
Dedication Day Breakfast, 161-171.
Dedicatory address by President Taft, 3-6; prayer by Rev. Dr. John F. Carson, 32; tablet, 6.
Delivery of goods, improvement in, 140; its automobile fleet, 211.
Dentist and dental office, 220-221.
Department Stores, their growth and value, 4, 38, 40, 41; foster manufactures, 39.
Deshong family, 132.
Dickens, Charles, 95.
Dixon, Dr. Joseph K., 13, 154-157.
Dominion Club dinner, London, 158-159.
Doors of wisdom and enterprise have no locks, 86.
Doors unlocked in fifty years, 201.
Doria, Andreas, 18.
Douglas, Stephen A., at Lincoln's inauguration, 164.
Drinking Water in Wanamaker Store, 223.
"*Dry-Goods Economist*," extract from, 226.

E

Edison, Thomas A., 145.
Editorials on Wanamaker advertising pages, 196-212.
Education in the Wanamaker system, 83, 186-187.
Egyptian Hall, 157; for Anniversary Breakfast, 107; for friends and journalists on Jubilee Night, 136; reception for President Taft, 33.
Electrical exhibits, 145, 184.
Electrical triumph in the Dedication, 10, 11.
Elevators in New Store, 223-224.
Emerson, Ralph Waldo, 128.
Empire Day in Canada, 135; its watchword, 136.
Employes' luncheon, 224.
Employes trained and educated, 5; retirement plan, 5; pensions for, 200: home for aged retired, 133.
"*Evening Bulletin*," Philadelphia, on the Dedication, 9-10.
"*Evening Telegraph*," Philadelphia, on the Dedication, 8.
"*Everybody's Journal*," 136.
Evolution of the Wanamaker Stores, 4.
Express Companies, 91, 98.

F

Fallières, President of France, decorates Mr. Wanamaker, 159.
Fashions of fifty years, 185-186.
Father Knickerbocker, 118, 154.
Father Time, 120.
Feast of the Roses, 113.
Fellowship Club, 118.
Field, Marshall, 18.
Fifty years of business life, 83, 87.
Fire towers and fire-proof construction, 205, 222.
"First Christmas automobile train," Wanamaker editorial, 211.
Flags presented: by Senator Boies Penrose to the J. W. C. I., 15; by Mr. Wanamaker, the Jubilee colors to the J. W. C. I., 108, 135; to the employes, 134.
Fleming, W. B., 189.
Foreign merchants sending congratulations, 67, 68.
France honors Mr. Wanamaker, 159.
Franklin, Benjamin, 125, 129, 152, 154, 235.
Fraternity of Merchants. 89.

G

G. A. R. Posts, 139.
Gaynor, Hon. Wm. J., 181.
Gary, E. H., 138.
Gettysburg, 94.
Girard, Stephen, 151.
"Golden age of merchandise and merchandising," 199.
Golden anniversary of Mr. Wanamaker's business celebrated by Breakfast to his business chiefs, 107-117; by the Merchants' Memorial Luncheon in New York, 75-106; by Jubilee Night, 118-158; by the presentation of the deed for his birthplace and the Jubilee Book, 123-130; by the Dedica-

tion of the New Wanamaker Store, 3-36; by the dedication address of President Taft, 3-6; by the attendance of distinguished Statesmen, Congressmen, Governors and State officials, Mayor and city officials, Judges, and hosts of citizens, with congratulatory addresses, 3-36; the subject of newspaper editorials, 37-44; of congratulatory letters and telegrams, 45-74; of special odes, 34-36.
Golden Jubilee room, 175.
Golden key transferred, 19, 31.
Graft and bribery, 91.
Grand Court, the scene of the Dedication ceremonies, 9; contains the largest organ in the world, 189-194; the crowning glory of the Store, 230.
Grand Depot at 13th and Market streets opened, 185, 225.
"Granite Walls Rise Fair, The," ode, 12, 15, 36.
Grant, General U. S., in the Pageant, 125, 154.
Granville-Smith, J., organist, 108.
"Great-Great Thing," 208-210.
Guides for shoppers, 177.
Guildhall, London, 116, 158.

H

Haddock, W. C., 112.
Harrison, Benjamin, 42, 44, 90.
Heating and ventilation of Wanamaker store, 223.
Hedges, Job E., 104; his address at the Merchants' Luncheon, 102-103.
Hepburn, A. Barton, President of Chamber of Commerce, New York, 103; his address, 98-99.
Himalayas of American business, 85.
Historic characters impersonated in the Pageant, 153-154.
Hitchcock, Frank H., U. S. Postmaster General, 235-236.
Honored employes, 128.
Hospitality to visitors part of the Wanamaker system, 200.
Human nature studied, 110.
Humility mark of the master, 127.

I

"*Ich Dien*," motto adopted, 122.
Imperial Blue Room, 175.
Indian, North American, 125, 153.
International Congress of Chambers of Commerce, 159-160.
Invention decaying in America, 91.
Iron Chain and Golden Star, 20.
Irwin, Richard, 116.

J

Jenkins, James G., 159.
John Daniell's Sons, merchants, New York, 75.
John Wanamaker Commercial Institute: on Dedication Day, 10, 12, 13-15; its Battalion receives Jubilee colors, 108; on Jubilee Night, 120, 121, 124, 135, 136, 151, 156; on Anniversary Day, 188; Coronation Day, 193-194; its history, 213; courses of study, 217-218; its musical organizations, 218; its department of physical training, and athletic association, 219.
Jones, Captain John Paul, 25.
Jones, Howard S., Mr. Wanamaker's secretary for forty years, 133.
Journalists special guests on Jubilee Night, 150.
Jubilee Book, with names of 13,000 employes, 124; its inscription, 126; Mr. Wanamaker's acknowledgment, 131.
Jubilee Flag, 108-109.
Jubilee Message, Mr. Wanamaker's 144-149.
Jubilee Night, 118-157.
Jubilee Year, history of, 171-212.

K

Kiku, Japanese name of the Chrysanthemum, 118-119.
King George V. and Queen Mary of Great Britain, 157; their Coronation, 158.
Kitchen System in Wanamaker Store, 176.
Knickerbocker, Father, 118.
Krauskopf, Joseph, Rabbi, Philadelphia, 168.

L

Labor, the essence of prosperity, 38; to be fairly paid, 25-27.
Lantern lights in the career of Mr. Wanamaker, 155-157.
Legion of Honor, its decoration conferred on Mr. Wanamaker, 159-165.
LeGrand, Louis Canon, President of International Congress, 159-160.
"Let us have peace," 90.
Letters and telegrams, congratulatory, 45-74.
Lincoln, Abraham, 24, 94, 164.
Little Gray Salons, 172-174.
London, Mr. Wanamaker's visit to, 158-159.
Long, John Luther, 32, 169.
Longfellow's poem "On the Fiftieth Anniversary of the Birth of Louis Agassiz," 110.
"Looking Forward Club," 218.
Loving Cup presented to John Wanamaker, 2, 70, 75, 83.
Loyalty of the store army, 122.
Luncheon. See Merchants' Testimonial Luncheon.
Lynn, P. P., 128, 131.

Mc

McArthur, John, architect of City Hall, Philadelphia, 23.
McCrea, James, President of the Pennsylvania Railroad, 163; his speech at the Surprise Breakfast, 167-168.

M

Mail order business, 92.
Maine supplies granite for Wanamaker Store, 19.
"March of fifty years," 196-198.
Marconi Wireless Telegraph Company, 182.
Marshals of the Golden Jubilee Pageant, 151-153.
Mascot for the New Store, 143.
Meadowbrook Club, 219.
Medical department of Wanamaker Store, 220-221.
Medici, Cosimo de', 18.
Memorial Day described, 139.
Mendez da Almeida, Candido, delegate from Brazil, 159.
Merchant princes and their buildings, 18.
Merchandise, wisely selected, the basis of the Wanamaker business, 209.
Merchants called to patriotic duty, 87.
Merchants' Testimonial Luncheon to Mr. Wanamaker, 75-106; won from competitors, 76; their tribute of the silver loving cup, 2, 70, 75, 83.
Meyerbeer's Coronation March, 10, 12, 15.
Millrose Club, 219-220.
Mirror Room, 176.
Mitchell, S. Weir, M.D., 162, 163, 167.
Morgan, Edward M., Postmaster, New York City, 236.
Morris, Robert, financier of the Revolution, 175.
Morton, Hon. Levi P., Vice-President, 99.
Motion pictures of John Wanamaker's career, 157.
Motto for the Wanamaker Store, "Heroic and faithful business endeavor," 134.
Municipal research in New York, 91.
Murphy, Patrick Francis, 57; toastmaster at the Merchants' Luncheon, 76-103; 103.
Musical events at Wanamaker's, 193-194.
Musical organizations in Wanamaker Stores, 218.

N

Nature and human nature, experts in, 110-111.
Nevin, W. L., 13, 112.
"New Kind of Clothing Store," 171-172.
New Kind of Store inaugurated, 225; its silver anniversary, 227; its thirty-fifth anniversary, 187-188; its Why and Wherefore, 206; still on the bias, 207.
New York, its welcome to Mr. Wanamaker, 77; the City of Brotherly Commotion, 82; the gateway to America, 86.

New York Chamber of Commerce, 97.
New York Wanamaker Store. See Wanamaker Store, New York.
"*North American*," Philadelphia, comment on the Dedication, 7; editorial, 37-41.

O

Oak and laurel on the Loving Cup, 83.
Oak Hall, Mr. Wanamaker's first store, 107, 156, 225; its first sales, 200; its opening, 201.
Occupational tragedies, 216.
Odes sung at the Dedication, 34-36.
Ogden, Robert C., 57, 95, 103; his address at the Merchants' Luncheon, 96-97; heads the New York delegation on Jubilee Night, 124; his services commemorated in the Children's Hospital named for him, 2, 133.
"Old Guard dies, but never surrenders," 129.
Order of the Iron Chain and Golden Star, 20.
Organ, the largest in the world, in Grand Court, fully described, 189-193.

P

Pageant in the Grand Court, Jubilee Night, 118-121; marshals and sections, 151-153.
Panama Canal, its cost, 94.
Parcel Post urged, 91-94, 137; not opposed by small stores, 93; its practical effects, 93; express companies' only reasons against it, 98; authorized by Act of Congress, 1912, 231; inaugurated, 231-237; first parcel sent from Philadelphia, 231-235; from New York, 235-236.
Parcel Post Station in Wanamaker Store opened, 236-237.
Paris, suffering from flood in 1910, assisted by Mr. Wanamaker, 159.
Paris office of Wanamaker's, sends commissioners to the Jubilee celebration, 151; its fashion service, 195.
Parker, Dr. Horatio, 32, 34.
Patriotic Merchants' Reserves, 95.
Peabody, George, 100.
Penn, William, 23, 125, 153; his daughter Letitia, 113.
Penrose, Hon. Boise, 11; presents Dedication Flags to the Regiment of the J. W. C. I., 15.
Pension fund for Wanamaker employes, 200.
People's wants, 81.
Philadelphia complimented by visit from New York journalists, 162; repaid to U. S. Treasury loan for Centennial exhibition, 167; new improvements, present and future, 203.
Philadelphia Store. See Wanamaker Store, Philadelphia.
"*Philadelphia Record*," comment on Dedication, 8, 9; editorial, 42.
Physical training, 219; examination of applicants, 222.
Pneumatic tubes for postal service, 231.
Police arrangements for Dedication Day, 13, 14.
Politics foster wastefulness, 92.
Postal savings urged, 92, 94.
Prayer of Dedication, 32.
"*Press, The*," Philadelphia, editorials, 41, 42, 187.
Prince of merchants, 71.
"*Public Ledger*," Philadelphia, comments on the Dedication, 7, 9; editorial, 43-44.

Q

Quietness and gentle speech commended, 140-141.

R

Recall demanded of truth-telling in business, 30; of respect for law, and for rulers, 31; to common sense, 31.
Record, The Philadelphia. See "*Philadelphia Record.*"

Rendezvous and Public Comfort Rooms, 177.
Reyburn, Hon. John E., sends first wireless message to Mayor Gaynor, New York, 181; sends congratulations, 185.
Robert C. Ogden Children's Hospital, 2, 133.
Roosevelt, Theodore, Hon., 27, 138.
Rose, one red, required as annual rent for a church, 113; presented to Mr. Wanamaker at Anniversary Breakfast, 113; on Jubilee Night, 123; had fulfilled its purpose, 131.

S

Sanitary system of Wanamaker Store, 223.
"Semper Fidelis," music, 12, 108.
Seventh Regiment Band, New York, 118, 151.
Seventy-three years young, 77.
Shakespeare, William, 210.
Shedd, John G., 58, 162.
Shepard, Edward M., 84.
Sherman anti-monopoly law, 38, 89, 90, 91, 137, 149.
Sherman, Hon. John, 89.
Sherry's Hotel, New York, 75.
Shopping assisted by guides, 177; by wireless, 183-184.
Shortridge, N. Parker, 167-168.
Smith, Thomas B., Postmaster of Philadelphia, 231, 232, 235.
"Song of Times," ode at Dedication, 12, 32, 34-35.
Souvenir spoons, sent by Mr. Wanamaker to President Taft by Parcel Post, 231, 235.
Standards of weight and measurement, 116-117.
Star, Square, Sheep, emblems on the Store Flag, 134.
Steamship "Indiana," 157.
Stewart, Alexander T., 18, 83, 124, 154; his store acquired by John Wanamaker, 226.
Stewart Building of New York Wanamaker Store, 156.
Stiegel, Baron, 113.
"Story of Wanamaker Merchandise," told in daily papers, 188,
Straus, Hon. Oscar S., 48, 103; his address at the Merchants' Luncheon, 99-100.
Strong, Sir Thomas Vezey, Lord Mayor of London, 157, 158.
Stuart, Hon. Edwin S., 162; speaks at the Surprise Breakfast, 167-168; sends congratulations, 186.
Stull, George W., 128; receives the Store Flag, 134; chief marshal of the Pageant, 151.
Subway Store, 171-172.
Supreme Bench of qualified business men, 89.
Surprise Breakfast on Dedication Day, 161-171.

T

Taft, William Howard, President of the United States, 1, 12, 13-15, 16, 68, 77, 163; his address of dedication, 3-6; proposes dedicatory tablet, 6; newspaper comments on his visit, 7-10; receives thanks, 22; receives the golden key, 31; reception in Egyptian Hall, 33; his congratulatory telegram to Mr. Wanamaker on Jubilee Night, 134; his attitude toward Big Business, 37-41; his character eulogized, 89.
Tariff reduction demanded, 91, 137.
"*Telegraph.*" See "*Evening Telegraph.*"
Telegraph and cable rates, 91.
Telegraph lines should be taken by the U. S. Government, 91, 93.
Telegraphone on Dedication Day, 10.
"*Telephone News,*" quoted, 10.
Tener, Hon. John K., 11, 12, 13, 14, 15, 16; his speech at the Dedication, 16.
Tennyson, Alfred, Lord, 135.
Thurber, Rev. Edward G., D.D., New York, 76, 103, 162.
Togo, Count, 203.
Tributes to John Wanamaker, public, 37-74; merchants', 75-106; private, 107-170.

Trusts tend to become monopolistic, 26, 30, 38; are curbed by the Sherman law, 90; deserve fair treatment, 90; will conform to the law, 138.

U

Uncle Sam, 151.
United States, progress of, in fifty years, 196.
University of Trade and Applied Commerce, American, its flag, 135; its organization and work, 213-224.

V

Vacations allowed to employés, 224.
Victoria, Queen of England, 135.

W

Wanamaker, John, his birthplace, 123-124; in boyhood published Everybody's Journal, 136; began clothing business at Oak Hall, 107, 225; delivered goods in a wheelbarrow, 140; made the rule, "All wool in men's clothing," 143; moved to Thirteenth and Market Streets and opened the Grand Depot, 107, 225; which was a New Kind of Store, 172, 225; celebrated its silver anniversary, 227; and its thirty-fifth anniversary, 187-188; acquired the A. T. Stewart store in New York, 82, 226; turned first earth for foundation of New Store, 227; set up the first steel pillar, 227; formally opened the First Section, 227; laid the Corner Stone, 228; set the Capstone, 228; celebrated fiftieth anniversary of his business in a series of Golden Jubilee occasions, 1, and Golden Book, *passim;* eulogies bestowed on him, 4, 37-74, 99-100, 122-130, 165-168.

His career presented in pictures, 155-157; his triumph as a merchant, 4, 20, 42; instructs the business world by example and precept, 100-101, 186-187; has secured the regard of his fellow-merchants, 57-60, 66-68, 75-106; has established honest advertising, 83; has revolutionized retail trade, 42, 128; has received special honors from Great Britain and France, 158-160; his activity in public life, 42, 157; on Centennial Board of Finance, 167; was U. S. Postmaster General, 4, 42, 44, 71, 83, 99, 103, 157, 231-236.

A student of human nature, 110-111; an old-timer in total abstinence, 85; his smile, 101.

Educates his employés, 4, 25, 82, 128, 186, 213-220; wins their love and loyalty, 121, 129; shows his gratitude to them, 130-134; sweeps the path for them, 114; accepts from them the deed of his birthplace, 132-133; provides for aged retired employés, 133; began pension fund for retired employés, 200; has employed 150,000 workers, 200.

His address at the Store Dedication, 21-31; his tribute to President Taft, 89; his response to the Merchants' Testimonial, 84-95; his address at the Anniversary Breakfast, 113-117; his hearty response on accepting the Jubilee Book, 130-133; his presentation of flags to groups of employés, 134-136; his remarks to the journalists and to the divisions of the employés on Jubilee Night, 136-143; his Jubilee Message, 144-149; his acknowledgments at the Dedication Day Breakfast, 162-165.

Wanamaker, Rodman, 11, 45-68, 112, 113, 118, 119, 124, 129, 161, 203.

Wanamaker Store, Philadelphia, the largest in the world, 201; its dimensions, 18, 204, 229-230; its origin, 163, 226; its purpose and growth, 18, 19; its hospitality, 200; its power-

plant, 205, 230; its protection against fire, 205; sends wireless message to Mr. Wanamaker in Germany, 182; editorials, 196, 212.
Wanamaker Store, New York, participates in Dedication ceremonies, 10, 21; sends a delegation on Jubilee Night, 118; bestows chrysanthemums on John Wanamaker and Rodman Wanamaker, 119.
Wanamaker Stores one and indivisible, 21, 129.
Wanamaker System, 199-200.
Washington, George, 125, 153-154.
"What is Really Inside of This Store," 210-211.
"Why and Wherefore of This Store," 206-208.
Williamson Trade School, 25.
Wireless Telegraph Stations installed in the Philadelphia and New York Stores, 181-184.
Women's League, 140, 218.
Worden, Dr. Charles B., 151.
Working hours of Store employés, 224.

Y

Young Men's Christian Association, 155.